

# Appendix: Carlsbad Community Vision

November 2009

## Contents:

1. Public Opinion  
Visioning Survey  
Report
2. Community  
Workshops  
Report
3. Stakeholder  
Interviews  
Report



## City Council

Claude A. “Bud” Lewis, *Mayor*  
Ann J. Kulchin, *Mayor Pro Tem*  
Matt Hall, *Council Member*  
Mark Packard, *Council Member*  
Keith Blackburn, *Council Member*

## City Staff

Gary Barberio, *Assistant Planning Director*  
Chris DeCerbo, *Principal Planner*  
David de Cordova, *Principal Planner*  
Sandra Holder, *Community Development Director*  
Jennifer Jesser, *Senior Planner*  
Rachel McGuire, *Communications Coordinator*  
Barbara Nedros, *Administrative Secretary*  
Don Neu, *Planning Director*  
Heather Pizzuto, *Library Director*  
Kristina Ray, *Communications Manager*  
Glen Van Peski, *Senior Civil Engineer*  
Colette Wengenroth, *Finance Manager*

## Consultant Staff

### DYETT & BHATIA

#### Urban and Regional Planners

Rajeev Bhatia, *Principal*  
Melissa McMahon, *Associate*  
Diana Nankin, *Senior Graphic Designer*

### Katz & Associates

Lewis Michaelson, *Vice President*

### BW Research Partnership

Josh Williams, *President*

## Envision Carlsbad Citizens’ Committee

### EC<sup>3</sup> Primary Member

Ken Alfrey  
Fred Sandquist  
Mat Huff\*  
Jim Farley  
Jim Comstock  
Hap L’Heureux  
Gina McBride  
Julie Baker  
Eric Larson  
Paul Thompson\*  
Diane Lantz  
Kirk Cowles  
Diane Proulx  
Lisa Tuomi-Francis  
Jeff Segall  
John O’Reilly  
Kent McCormick  
Andrew Benson  
Sean Bentley

### EC<sup>3</sup> Alternate Member

William Kloetzer  
David Robertson  
Barbara Hamilton  
Farrah Douglas  
Jack Cumming  
Robert Nielsen  
Mike Howes  
—  
—  
Jean Moreno\*/Greg Nelson  
Allen Sweet  
Joseph Troya\*/Guy Roney  
Glen Etherington  
David Lloyd  
Robert Gates  
Jim Bradley  
Jeanne Sprague-Bentley  
Sean Sexton  
Chris Korogi

*\*Member resigned from the EC<sup>3</sup> prior to the date of this report.*

The EC<sup>3</sup> is comprised of Carlsbad residents (19 primary members and 17 alternates) who represent the following perspectives:

- Environmental (3 primary members)
- Social (3 primary members)
- Economic (3 primary members)
- General Citizen (8 primary members, 2 from each quadrant)
- Youth (2 primary members, high school students)





envisionCARLSBAD

# Public Opinion Visioning Survey Report

June 2009



## Envision Carlsbad Citizens' Committee

EC <sup>3</sup> Primary Member	EC <sup>3</sup> Alternate Member
Ken Alfrey	William Kloetzer
Fred Sandquist	David Robertson
Mat Huff	Barbara Hamilton
Jim Farley	Farrah Douglas
Jim Comstock	Jack Cumming
Hap L'Heureux	Robert Nielsen
Gina McBride	Mike Howes
Julie Baker	–
Eric Larson	–
Paul Thompson	Greg Nelson
Diane Lantz	Allen Sweet
Kirk Cowles	Guy Roney
Diane Proulx	Glen Etherington
Lisa Tuomi-Francis	David Lloyd
Jeff Segall	Robert Gates
John O'Reilly	Jim Bradley
Kent McCormick	Jeanne Sprague-Bentley
Andrew Benson	Sean Sexton
Sean Bentley	Chris Korogi

## City Staff

Gary Barberio, *Assistant Planning Director*  
Chris DeCerbo, *Principal Planner*  
David de Cordova, *Principal Planner*  
Sandra Holder, *Community Development Director*  
Jennifer Jesser, *Senior Planner*  
Rachel McGuire, *Communications Coordinator*  
Barbara Nedros, *Administrative Secretary*  
Don Neu, *Planning Director*  
Heather Pizzuto, *Library Director*  
Kristina Ray, *Communications Manager*  
Glen Van Peski, *Senior Civil Engineer*  
Colette Wengenroth, *Finance Manager*

## Consultant Staff



Josh Williams, *President*

## DYETT & BHATIA

Urban and Regional Planners

Rajeev Bhatia, *Principal*

Melissa McMahon, *Associate*





# Public Opinion Visioning Survey Report

June 2009





## TABLE OF CONTENTS

---

1	EXECUTIVE SUMMARY .....	1
1.1	Envision Carlsbad .....	1
1.2	Introduction to the Study .....	1
1.3	Methodology Overview .....	2
1.4	Key Findings.....	2
2	SURVEY RESULTS .....	5
2.1	Quality of Life .....	5
2.2	Carlsbad’s Natural Environment.....	11
2.3	Local Economy .....	16
2.4	Program and Facility Priorities.....	24
2.5	Carlsbad’s Social Setting.....	27



3	METHODOLOGY .....	30
3.1	Research Objectives .....	30
3.2	Questionnaire Design.....	30
3.3	Sampling Method.....	30
3.4	Data Processing .....	31
3.5	Note About Margin of Error and Analysis of Sub-Groups.....	31
4	APPENDIX A: TOPLINES .....	32

## LIST OF FIGURES AND TABLES

---

Figure 1.	Quality of Life Ratings–Neighborhood and City .....	5
Figure 2.	Planning Priorities.....	7
Figure 3.	Number One Way to Improve the Quality of Life .....	10
Figure 4.	Ratings for Aspects of Carlsbad’s Natural Environment.....	11
Figure 5.	Number One Way to Improve the Natural Environment ...	13
Figure 6.	Natural Environment: Agreement With Statements .....	14
Figure 7.	Ratings for the Shopping, Dining, and Services Available in Carlsbad .....	16
Figure 8.	Favorite Places to Shop and Dine in Carlsbad .....	18
Figure 9.	Ratings for the Quality and Quantity of Jobs Available in Carlsbad .....	19
Figure 10.	Number One Way to Improve the City’s Economy .....	21
Figure 11.	Preferences for Stores and Businesses in Carlsbad.....	22
Figure 12.	Opinion Closest to Own–Number of Stores, Restaurants, and Businesses .....	23
Figure 13.	Program and Facility Priorities.....	25
Figure 14.	Ratings for Aspects of Carlsbad’s Social Setting .....	27
Figure 15.	Number One Way to Improve the City’s Social Setting...	29
Table 1.	Overview of Project Methodology.....	30







# 1 EXECUTIVE SUMMARY

## 1.1 Envision Carlsbad

Envision Carlsbad is a City-sponsored community visioning process that invites residents to work together to create a new vision and plan for Carlsbad's future. For the past two decades, Carlsbad has been developing based on the premise of available land to accommodate a growing population. Today however, with the city almost 90 percent built-out, development will occur primarily as infill. New opportunities and challenges are emerging related to the protection and enhancement of the City's attractive setting and the quality of life that residents have worked hard over the years to create.

Envision Carlsbad is providing community members with a variety of opportunities to participate. This report documents the results of one outreach effort: the community-wide mail and online vision survey. Reports summarizing the various other outreach processes are also underway. In Fall 2009, input received from all outreach processes will be synthesized into a final vision document.

## 1.2 Introduction to the Study

The City of Carlsbad and Dyett & Bhatia partnered with BW Research Partnership, Inc. (BW Research) to conduct Carlsbad's 2009 Visioning Survey of Residents. The main research objectives of the study were to:

- assess residents' perceptions regarding the quality of life in their neighborhood as well as within the entire City of Carlsbad;

- evaluate residents' perceptions regarding Carlsbad's natural environment, local economy, and social setting; and
- identify residents' program and facility priorities.

### 1.3 Methodology Overview

The City of Carlsbad utilized a census-style approach to ensure that all residents had an equal opportunity to participate in the survey process. An introductory letter and survey were mailed to every household within the City (41,643 households) giving them the option of returning the enclosed survey (postage paid) or taking the online version of the survey. A Spanish version of the survey was also available upon request. The survey, which averaged 15 minutes in length, consisted of a series of closed-ended and some open-ended questions. The data collection period for the project was March 6 through May 1, 2009.

In total, a statistically representative sample of 7,167 Carlsbad residents 18 years and older completed a survey (6,871 mail, 296 online), resulting in a response rate of 17.2 percent and a maximum margin of error +/- 1.10 percent (at the 95 percent level of confidence) for questions answered by all 7,167 respondents.

### 1.4 Key Findings

Based on the analysis of the survey data, BW Research is pleased to present the City of Carlsbad with the following key findings. Please refer to the body of the report for a more comprehensive analysis of findings, including comparisons among resident sub-groups.

#### Quality of Life

- Ninety-three percent of residents rated the quality of life in their neighborhood as "Excellent" or "Good" and 90 percent provided a positive rating for the quality of life in Carlsbad as a whole.
- The majority of Carlsbad residents rated "Protecting natural habitats in and around Carlsbad" (65%), "Protecting undeveloped areas for hiking and exploring" (62%), and "Maintaining or improving property values within the City" (55%) as high priorities.
- When asked to identify the number one thing that the City should be focused on to improve the quality of life, the top three response categories among those who provided an opinion were "Stop/ limit development" (12%), "Increase parks and recreation facilities and



activities” (10%), and “Public safety/ enforcement/ reduce crime” (10%).

## Natural Environment

- Eighty-six percent of residents rated the “Air quality” in Carlsbad as “Excellent” or “Good,” 68 percent rated the “Protection and preservation of open spaces and natural habitats” favorably, 67 percent rated the “Water quality” positively, and 61 percent provided a favorable rating for the “Quality and quantity of Carlsbad’s walking and biking trails.”
- Carlsbad residents were next asked in an open-ended format to identify the number one thing that the City of Carlsbad could do to improve the City’s natural environment. Among those who provided a response, the top categories were “Preserve open space” (23%) and “Stop/ limit development” (20%).
- Respondents reported the highest level of agreement with the statement “The City should be more actively involved in developing new renewable energy options, such as solar roofs or wind turbines” (75%), followed by “Beaches, lagoons and other waterways should be better protected with new regulations or stronger enforcement of current regulations” (64%).

## Local Economy

- Twenty percent of residents rated the shopping, dining, and services available in Carlsbad as “Excellent” and the majority (51%) rated them as “Good.” Overall, 71 percent of residents provided a positive rating for Carlsbad’s available shopping, dining, and services, 22 percent provided a neutral rating, and five percent provided a negative rating.
- When asked about their favorite places to shop and dine in Carlsbad, 51 percent of respondents cited The Forum at Carlsbad, 49 percent indicated The Village in Downtown Carlsbad, and 46 percent cited the Carlsbad Premium Outlet Mall.
- Among those who provided an opinion, 44 percent of respondents rated the quality and quantity of jobs available in Carlsbad as “Excellent” (5%) or “Good” (39%) and 41 percent rated them as “Fair.”
- When asked to identify the number one way that Carlsbad could improve the City’s economy, expanding and improving shopping



and dining opportunities was the most popular response, cited by 32 percent of those who provided an opinion. Attracting bio/ high technology and other companies and increasing jobs was second at 13 percent and decreasing taxes, fees, and restrictions on businesses was third at seven percent.

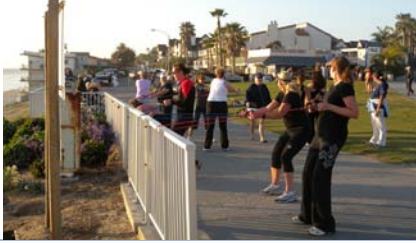
- Forty percent of residents would like to see more “Small independent or specialty retail stores and services” in Carlsbad. Approximately one in five residents would like to see more “Home furnishings stores, such as Crate and Barrel or Pottery Barn” (22%) and “Tourist attractions and services” (21%).
- After being presented with the opinions of two neighbors who live in Carlsbad and who disagree about the value of increasing the number of businesses and stores in Carlsbad and the role they play in funding public services and facilities in the City of Carlsbad, respondents were asked which opinion was closest to their own.
- Forty-six percent agreed with the opinion of Davis that Carlsbad should limit the number of stores, restaurants, and other businesses within the City and 40 percent agreed with Smith that Carlsbad should be willing to increase the number of stores, restaurants, and other businesses. Additionally, 14 percent of residents were not sure which opinion was closest to their own.

### Program and Facility Priorities

- Among those who provided a response, “Promoting more opportunities for volunteers to give back to the community” (42% “High priority”), “Increasing the number of walking and biking paths that connect to local parks and open space” (41%), and “Supporting additional community events, such as local art exhibitions and ‘Jazz in the Park’ type of events in the City” (40%) were viewed as high priorities by approximately four in ten respondents.

### Social Setting

- Among those who provided a response, over 70 percent rated each of the following as “Excellent” or “Good”:
  - “Carlsbad’s recreational programs, facilities, and services” (79%),
  - “Carlsbad’s public education system, kindergarten through 12th grade” (72%), and



- “Community events and facilities in Carlsbad” (70%).
- Carlsbad residents were next asked to identify the number one way that Carlsbad could improve the City’s social setting. Among those who provided an opinion, the top three response categories were “Increase parks and recreation facilities and activities” (18%), “Improve public school system/ revise district boundaries” (16%), and “Increase community events” (12%).

For additional detail on the research findings and a complete assessment of the survey results, please proceed to the body of the report beginning on the next page.

## 2 SURVEY RESULTS

### 2.1 QUALITY OF LIFE

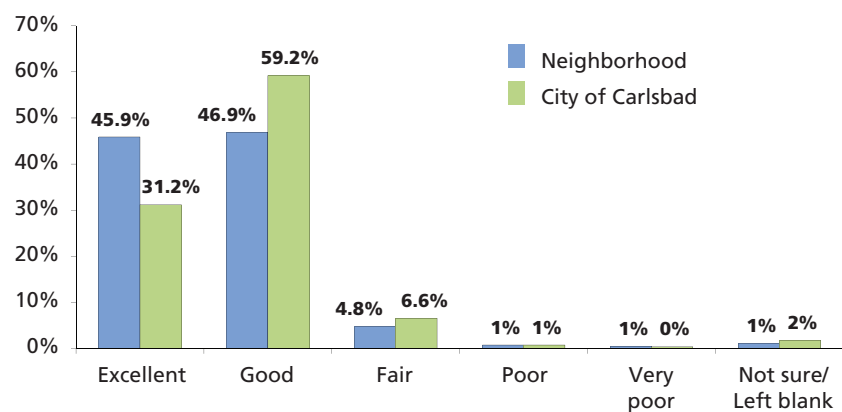
Early in the survey, respondents were asked to rate the quality of life in their neighborhood as well as the quality of life in the entire City of Carlsbad.

Residents provided higher ratings for the quality of life in their neighborhood than the City as a whole. Forty-six percent of residents felt that the quality of life in their neighborhood was “Excellent” and 47 percent rated it as “Good.” Comparatively, 31 percent of residents rated the quality of life in the entire City of Carlsbad as “Excellent” and 59 percent rated it as “Good.”

Overall, 93 percent of residents provided a positive rating for the quality of life in their neighborhood, five percent provided a neutral rating, and one percent provided a negative rating.

Ninety percent provided a positive rating for the quality of life in Carlsbad as a whole, seven percent rated it neutrally, and one percent rated it negatively.

Figure 1. Quality of Life Ratings–Neighborhood and City

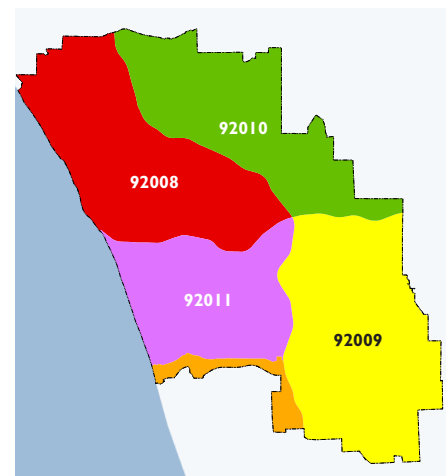


Throughout this report, analyses of resident sub-groups will be presented in text boxes. To follow is an examination of residents’ quality of life ratings by the many demographic and behavioral sub-groups examined in the study.



Below are the highlights from the analysis of quality of life ratings by sub-groups.

- Quality of life ratings were positively correlated with a number of other metrics throughout the survey, including: ratings for the shopping, dining, and services available in Carlsbad; the quality and quantity of jobs in Carlsbad; ratings for aspects of Carlsbad's natural environment; and ratings for aspects of the City's social setting.
- A regression analysis revealed the following as the top predictors of residents' views on the quality of life in their neighborhood:
  - Ratings for the quality of life in the entire City of Carlsbad;
  - Ratings for Carlsbad's public education system, kindergarten through 12th grade;
  - Household income; and
  - Ratings for the quality and quantity of Carlsbad's walking and biking trails;
- A regression analysis revealed the following as the top predictors of residents' views on the quality of life in the entire City of Carlsbad.
  - Ratings for the quality of life in their neighborhood;
  - Ratings for the protection and preservation of open spaces and natural habitats;
  - Ratings for Carlsbad's recreational programs, facilities, and services; and
  - Ratings for the shopping, dining, and services available in Carlsbad.
- Residents in zip code 92010 provided lower neighborhood quality of life ratings than those in other zip codes ("Excellent" or "Good"; 92010: 90%, 92008: 92%, 92009: 94%, 92011: 94%).
- Comparatively, residents in zip code 92011 provided lower city-wide quality of life ratings than those in other zip codes driven by a higher than average "Fair" rating ("Excellent" or "Good"; 92011: 87%, 92008: 93%, 92009: 90%, 92010: 92%).
- Residents who have lived in Carlsbad less than 10 years provided higher quality of life ratings than those who have lived in Carlsbad 10 years or more.
- Compared with older residents, those in the 18 to 24 year group were more likely to provide neutral or negative quality of life ratings.
- White and Latino(a) or Hispanic residents provided higher quality of life ratings than Asian and Pacific Islander or African American or Black residents, who were more likely to provide neutral ratings.
- Residents earning a household income of more than \$75,000 provided higher quality of life ratings than those earning \$75,000 or less.



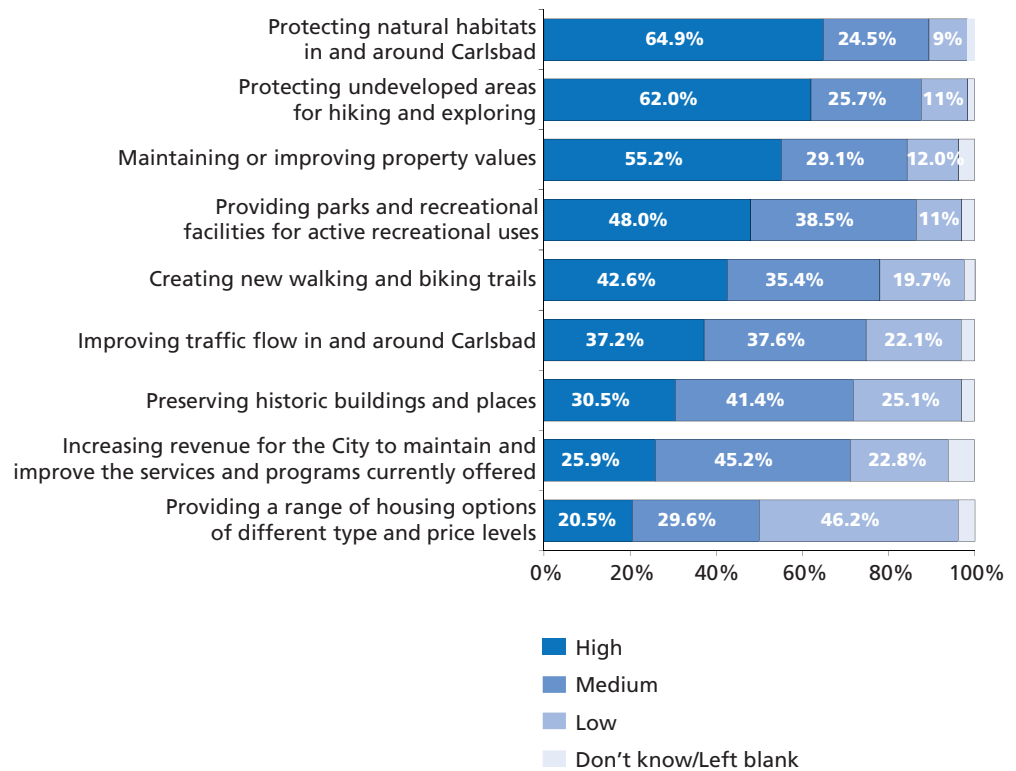
## Planning Priorities

Carlsbad residents were next presented with a number of different priorities being considered in planning for the City's future.

The majority of Carlsbad residents rated "Protecting natural habitats in and around Carlsbad" (65%), "Protecting undeveloped areas for hiking and exploring" (62%), and "Maintaining or improving property values within the City" (55%) as high priorities. Just shy of the majority, 48 percent of residents felt "Providing parks and recreational facilities in the City for active recreational uses" was a high priority.

Each of the four items detailed above was rated as a "High" or "Medium" priority by over 84 percent of residents surveyed.

**Figure 2. Planning Priorities<sup>‡</sup>**



<sup>‡</sup> The figure is sorted by the percentage "High priority."

Although some items had a higher than average percentage of "Don't know/ Left blank" responses, filtering out those responses resulted in the same rank ordering of the items. As such, the "Don't know/ Left blank" responses were not filtered out of the analysis for this question.



To follow is an examination of the differences in “High priority” ratings by sub-groups.

- Residents of 92008 provided lower than average ratings for “Maintaining or improving property values,” but higher than average ratings for “Providing a range of housing options of different types and price levels within Carlsbad.”
- Residents living in areas west of El Camino Real, including Old Carlsbad (zip codes 92008 and 92010) were more likely than residents living east of El Camino Real, including La Costa (92009 and 92011) to rate “Preserving historic buildings and places within Carlsbad” as a high priority (34% vs. 28%).
- Residents in zip code 92011 provided lower than average ratings for:
  - “Protecting natural habitats in and around Carlsbad,”
  - “Protecting undeveloped areas for hiking and exploring,”
  - “Creating new walking and biking trails within Carlsbad.”
- The newest residents, those who have only been in Carlsbad less than one year, provided higher than average ratings for:
  - “Providing parks and recreational facilities in the City for active recreational uses,”
  - “Creating new walking and biking trails within Carlsbad,”
  - “Increasing revenue for the City to maintain and improve the services and programs that Carlsbad currently offers,” and
  - “Providing a range of housing options of different types and price levels within Carlsbad.”
- Conversely, those who have been in Carlsbad less than one year provided lower than average ratings for:
  - “Maintaining or improving property values,” and
  - “Improving traffic flow in and around Carlsbad.”
- Although it was ranked as the top priority by both groups, a higher percentage of residents who have lived in the City less than 15 years rated “Protecting natural habitats in and around Carlsbad” as a high priority (67% vs. 61%).
- The importance of “Improving traffic flow in and around Carlsbad” increased with length of residence. Twenty-six percent of those who have lived in Carlsbad less than five years rated it as a “High priority” compared with 47 percent of those who have lived in the City 15 years or more.
- Compared with those who provided positive quality of life ratings, those who felt the quality of life in their neighborhood was

"Fair," "Poor," or "Very poor" were more likely to rate each of the following as a "High priority":

- "Protecting natural habitats in and around Carlsbad,"
- "Protecting undeveloped areas for hiking and exploring," and
- "Creating new walking and biking trails within Carlsbad."
- Residents with children were more likely than those without children in their home to rate each of the three items above as a "High priority."
- Conversely, those without children were more likely than those with children to rate "Improving traffic flow in and around Carlsbad" and "Providing a range of housing options of different types and price levels within Carlsbad" as high priorities.
- Residents with a household income of \$50,000 or less as well as those 18 to 34 years of age were much more likely than those earning more than \$50,000 or those 35 years and older to place a high priority on "Providing a range of housing options of different types and price levels within Carlsbad."
- Compared with younger residents, those 65 years and older were less likely to assign a "High priority" to each of the following:
  - "Protecting natural habitats in and around Carlsbad,"
  - "Protecting undeveloped areas for hiking and exploring,"
  - "Providing parks and recreational facilities in the City for active recreational uses," and
  - "Creating new walking and biking trails within Carlsbad."
- Compared with residents 18 to 34 years of age, those 35 and older assigned a higher priority to:
  - "Maintaining or improving property values" and
  - "Improving traffic flow in and around Carlsbad."





## Number One Way to Improve the Quality of Life

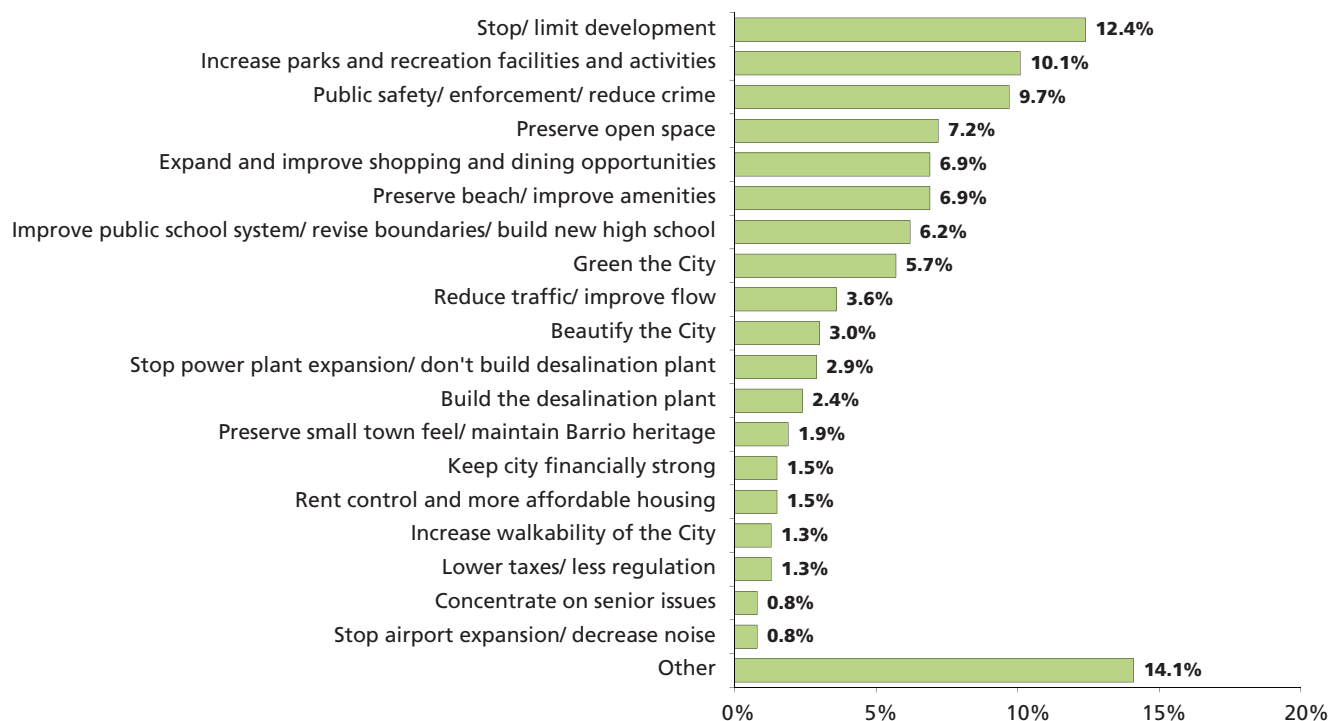
Carlsbad residents were next asked in an open-ended format<sup>1</sup> to identify the number one thing that the City should be focused on to improve the quality of life for its residents.

Overall, 55 percent of respondents wrote in a response to this question. The percentages presented below are among the 55 percent, or 3,976 residents who provided a response.

After coding the verbatim responses into groups, the top three response categories were “Stop/ limit development” (12%), “Increase parks and recreation facilities and activities” (10%), and “Public safety/ enforcement/ reduce crime” (10%).

Responses in the parks and recreation facilities and activities category were varied and included topics such as: increase number of parks, increase recreational facilities and programs, build the pool complex, better and safer bike paths, finish rail trail, more hiking/ mountain bike trails, interconnect open space and their trails, increase teen/ youth activities, and more dog parks/ trails.

Figure 3. Number One Way to Improve the Quality of Life<sup>‡</sup>



<sup>‡</sup> For a more detailed breakdown of responses, please refer to the Topline Results in Appendix A.

<sup>1</sup> Open-ended questions are those where respondents are free to write in any response without being constrained to choose from a list. Prior to analysis, the verbatim responses were coded into categories based on the similarity of responses.

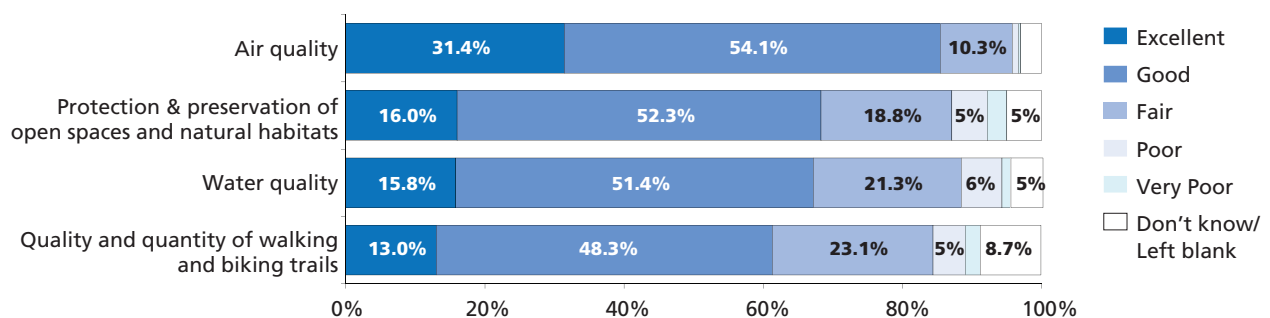
- Residents who rated the quality of life in their neighborhood or city-wide as either “Fair,” “Poor,” or “Very poor” were much more likely to write in a response to this question than those who rated the quality of life as “Excellent” or “Good.”
- Respondents who have lived in Carlsbad 10 years or more (and who wrote in a response to this question) were much more likely than those who have lived in the City less than 10 years to feel the City should stop or limit development to improve the quality of life (17% vs. 8%).
- Forty-six percent of residents who rated the quality of life in Carlsbad as poor (and wrote in a response to this question) felt that the City should stop or limit development.
- Residents 35 to 54 years of age were the most likely to cite increasing parks and recreation facilities and activities as the number one way to increase quality of life (13%), followed by those 18 to 34 years of age (10%), and then those 55 years and older (7%).
- Among those who wrote in a response, respondents with children were more likely to cite increasing parks and recreation facilities and activities than those without children (14% vs. 8%).

## 2.2 Carlsbad’s Natural Environment

The second section of the survey focused on Carlsbad’s natural environment, which includes the City’s air and water quality, protection and preservation of natural habitats, and the quality and quantity of walking and biking trails within Carlsbad.

Eighty-six percent of residents rated “Air quality” in Carlsbad as “Excellent” or “Good,” 68 percent rated the “Protection and preservation of open spaces and natural habitats” favorably, 67 percent rated the “Water quality” positively, and 61 percent provided a favorable rating for the “Quality and quantity of Carlsbad’s walking and biking trails.”

Figure 4. Ratings for Aspects of Carlsbad’s Natural Environment<sup>‡</sup>



<sup>‡</sup> Although some items had a higher than average percentage of “Don’t know/ Left blank” responses, filtering out those responses resulted in the same rank ordering of the items. As such, the “Don’t know/ Left blank” responses were not filtered out of the analysis for this question.



To follow is an examination of the differences in ratings for the various aspects of Carlsbad's natural environment by sub-groups.

- Residents in the inland zip codes, 92009 and 92010, provided lower positive ratings for the City's air quality than residents in the coastal zip codes, 92008 and 92011.
- Compared with residents in other zip codes, those in 92008 provided lower ratings for the quality and quantity of Carlsbad's walking and biking trails.
- Respondents who have lived in Carlsbad less than five years provided higher than average positive ratings for the City's "Protection and preservation of open spaces and natural habitats" but lower than average ratings for the City's "Water quality."
- Residents who have lived in the City 10 years or more provided lower positive ratings for the "Quality and quantity of Carlsbad's walking and biking trails" as compared to those who have lived in the City for less than 10 years.
- Homeowners and male respondents rated the City's air and water quality more favorably than renters and female respondents.
- Among the age groups, residents in the 18 to 24 year group provided the lowest positive ratings for each aspect of Carlsbad's natural environment, whereas residents 65 years and older provided the highest.

### Number One Way to Improve the Natural Environment

Carlsbad residents were next asked in an open-ended format<sup>2</sup> to identify the number one thing that the City of Carlsbad could do to improve the City's natural environment.

Overall, 39 percent of respondents wrote in a response to this question. The percentages presented below are among the 39 percent, or 2,821 residents who provided a response.

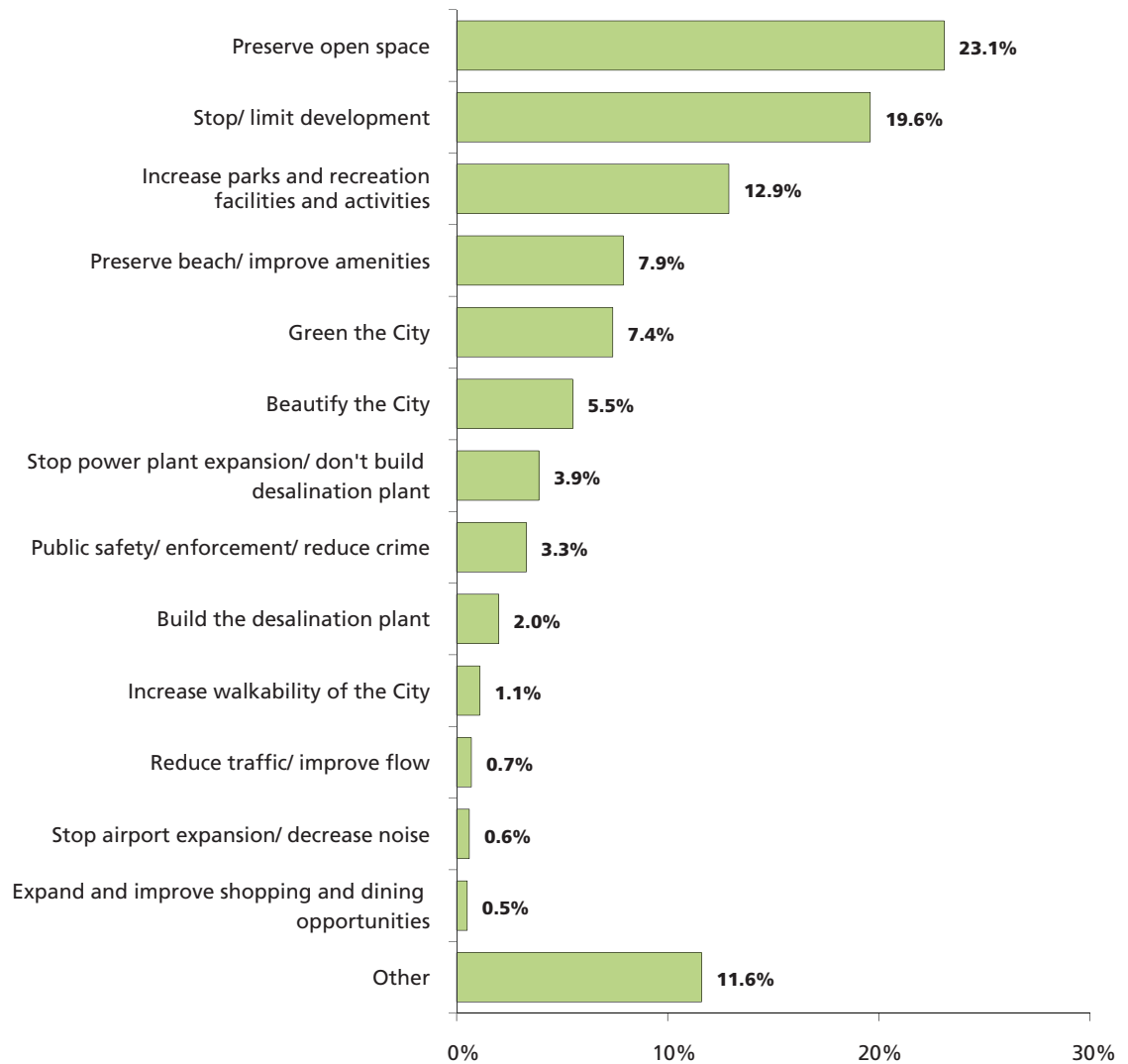
After coding the verbatim responses, the top response categories were "Preserve open space" (23%) and "Stop/ limit development" (20%).

Responses in the preserve open space category included both general and specific ideas. Some of the specifics included: preserve Calavera area including the creek, preserve the Buena Vista Creek area, preserve the Flower and Strawberry Fields, and preserve/ restore lagoons and their surroundings.

---

<sup>2</sup> Open-ended questions are those where respondents are free to write in any response without being constrained to choose from a list. Prior to analysis, the verbatim responses were coded into categories based on the similarity of responses.

Figure 5. Number One Way to Improve the Natural Environment<sup>‡</sup>



<sup>‡</sup> For a more detailed breakdown of responses, please refer to the Topline Results in Appendix A.

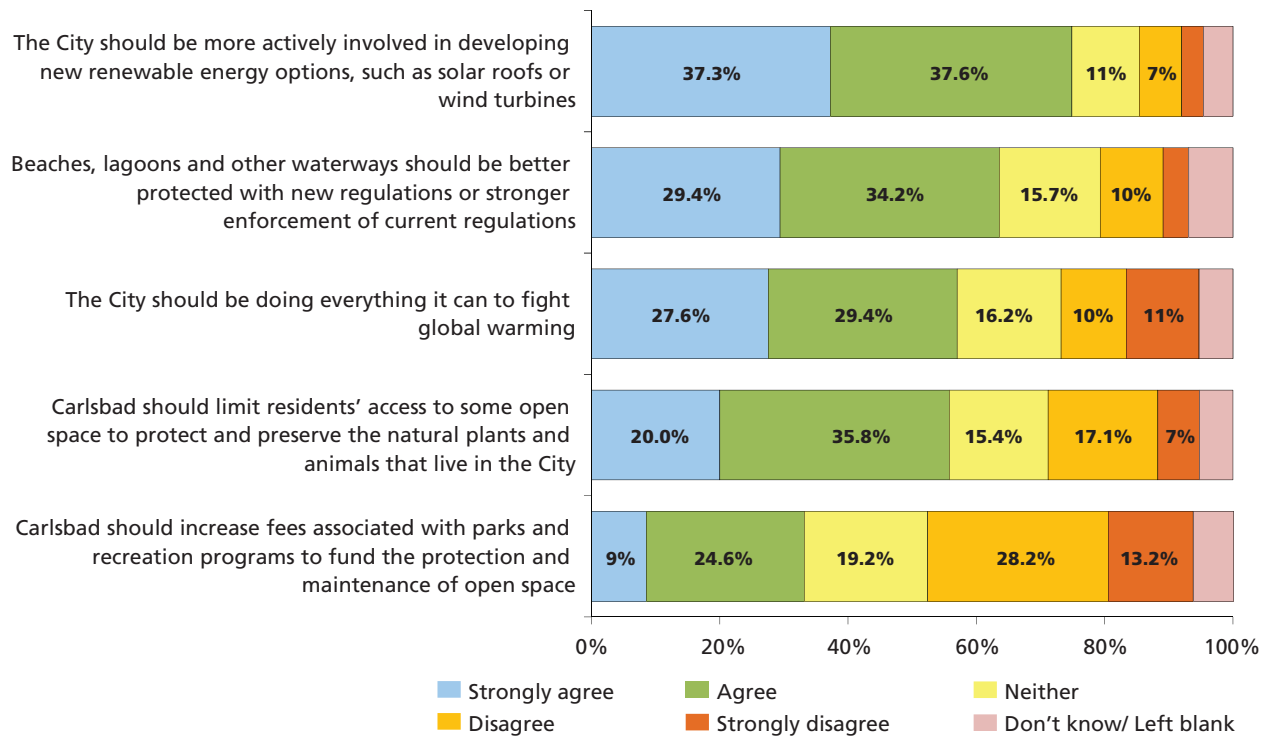
### Natural Environment: Agreement with Statements

When asked to report their level of agreement with a variety of statements related to Carlsbad's natural environment, respondents reported the highest level of agreement with the statement "The City should be more actively involved in developing new renewable energy options, such as solar roofs or wind turbines" (75%), followed by "Beaches, lagoons and other waterways should be better protected with new regulations or stronger enforcement of current regulations" (64%).



With the exception of “Carlsbad should increase the fees associated with parks and recreation programs to fund the protection and maintenance of Carlsbad’s open space,” the majority of respondents agreed with each statement.

**Figure 6. Natural Environment: Agreement with Statements<sup>‡</sup>**



<sup>‡</sup> Although some items had a higher than average percentage of “Don’t know/ Left blank” responses, filtering out those responses resulted in the same rank ordering of the items. As such, the “Don’t know/ Left blank” responses were not filtered out of the analysis for this question.

To follow is an examination of the differences in the level of agreement with each statement by the many sub-groups examined in the study.

- Residents in the coastal zip codes, 92008 and 92011 provided higher agreement than those in zip codes 92009 and 92010 with the statement: “Beaches, lagoons and other waterways in Carlsbad should be better protected with new regulations or stronger enforcement of current regulations.”
- Residents in zip code 92008 provided higher than average agreement with each of the following statements:
  - “The City should be more actively involved in developing new renewable energy options within the City, such as solar roofs or wind turbines” and
  - “The City of Carlsbad should be doing everything it can to fight global warming.”

- Comparatively, residents of zip code 92008 provided lower than average agreement with the statement “Carlsbad should increase the fees associated with parks and recreation programs to fund the protection and maintenance of Carlsbad’s open space.”
- Carlsbad’s newest residents, those who have only been in Carlsbad less than one year, reported higher than average agreement with each of the following:
  - “The City should be more actively involved in developing new renewable energy options within the City, such as solar roofs or wind turbines” and
  - “Carlsbad should limit residents’ access to some open space to protect and preserve the natural plants and animals that live in the City.”
- However, the less than one year group were the least likely to agree that “Carlsbad should increase the fees associated with parks and recreation programs to fund the protection and maintenance of Carlsbad’s open space.”
- With the exception of increasing fees associated with parks and recreation programs, renters reported a higher level of agreement with each statement than owners.
- Women reported a higher level of agreement across the statements than men.
- Compared to those with children, a higher percentage of residents without children agreed that:
  - “Carlsbad should limit residents’ access to some open space to protect and preserve the natural plants and animals that live in the City” and
  - “Carlsbad should increase the fees associated with parks and recreation programs to fund the protection and maintenance of Carlsbad’s open space.”
- Latino(a) or Hispanic residents as well as Asian or Pacific Islander respondents provided higher levels of agreements with each statement as compared to White respondents.
- Compared with older residents, those 18 to 24 were more likely to agree that:
  - “The City should be more actively involved in developing new renewable energy options within the City, such as solar roofs or wind turbines,”
  - “The City of Carlsbad should be doing everything it can to fight global warming,” and
  - “Carlsbad should limit residents’ access to some open space to protect and preserve the natural plants and animals that live in the City.”



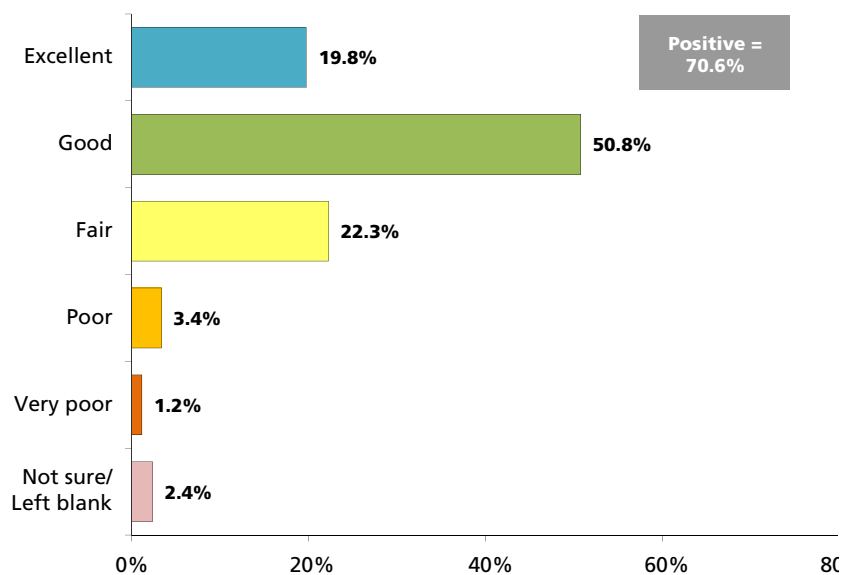
## 2.3 Local Economy

The next section of the survey focused on Carlsbad's local economy, which includes the shopping, dining, and services available in the City as well as the quantity and quality of jobs found in Carlsbad.

### Shopping, Dining, and Services

Twenty percent of residents rated the shopping, dining, and services available in Carlsbad as "Excellent" and the majority (51%) rated them as "Good." Overall, 71 percent of residents provided a positive rating for Carlsbad's available shopping, dining, and services, 22 percent provided a neutral rating, and five percent provided a negative rating.

Figure 7. Ratings for the Shopping, Dining, and Services Available in Carlsbad





To follow is an examination of ratings for the shopping, dining, and services available in Carlsbad by sub-groups.

- Ratings for the shopping, dining, and services available in Carlsbad were positively correlated with a number of other variables throughout the survey, including: neighborhood and city-wide quality of life ratings; the quality and quantity of jobs in Carlsbad; ratings for aspects of Carlsbad's natural environment; and ratings for aspects of the City's social setting.
- A regression analysis revealed the following as the top predictors of residents' perceptions regarding the shopping, dining, and services available in Carlsbad:
  - Ratings for community events and facilities in Carlsbad;
  - Ratings for the quality and quantity of jobs available in Carlsbad;
  - Rating for the quality of life in the entire City of Carlsbad; and
  - Identifying with Smith that Carlsbad should increase the number of stores, restaurants, and other businesses within the City.
- Residents in zip code 92008 were the most likely to rate the shopping, dining, and services available as "Excellent," whereas those in 92011 were the most likely to rate them as "Fair" ("Excellent" or "Good"; 92008: 73%, 92009: 71%, 92010: 71%, 92011: 67%).
- Residents who have lived in Carlsbad less than 10 years provided lower ratings than those who have lived in Carlsbad 10 years or more (68% vs. 74%).
- As one might expect, residents who reported locations outside of Carlsbad as their favorite places to shop or dine rated Carlsbad less favorable than those who cited places within Carlsbad (42% positive rating vs. 71%).
- Residents who cited The Forum at Carlsbad as their favorite place to shop or dine were less positive (72% "Excellent" or "Good") than those who cited Plaza Camino Real (80%), The Village (79%), or Carlsbad Premium Outlets (76%).
- Seventy-six percent of respondents who felt Carlsbad should limit the number of stores, restaurants, and businesses rated the shopping, dining, and services available in Carlsbad favorably compared with 64 percent who felt Carlsbad should increase the number of stores, restaurants, and businesses.
- Compared with owners, a higher percentage of renters rated the shopping, dining, and services available as "Excellent" or "Good."

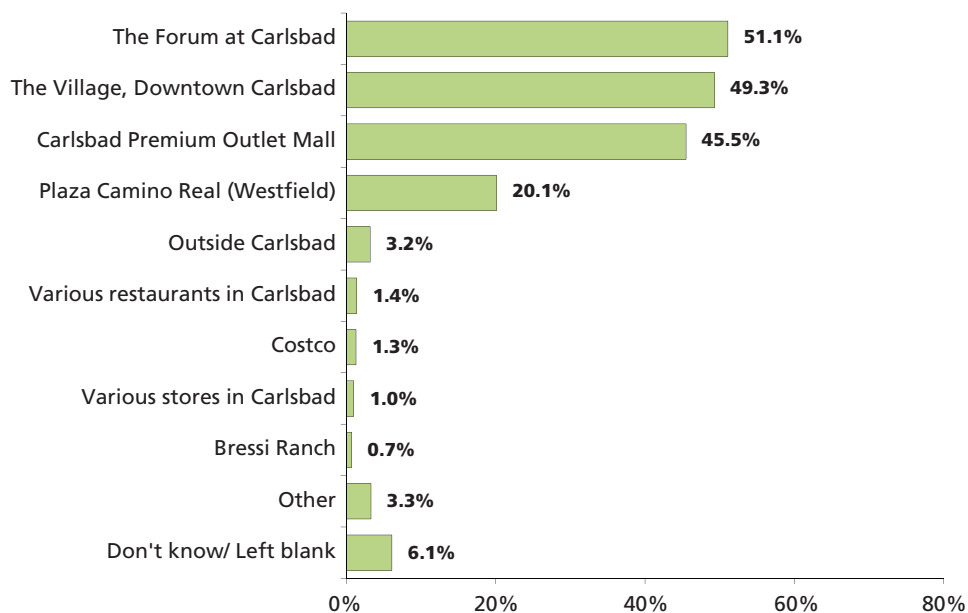


- Residents in the 18 to 24 year group as well as those 65 years and older provided the most favorable ratings, whereas those 35 to 44 years of age provided the lowest.
- Residents without children were more likely to rate the shopping, dining, and services available favorably as compared to those with children (73% vs. 67%).
- Compared with respondents in other ethnic groups, Asian and Pacific Islander respondents were the least likely to rate the shopping, dining, and other services available in Carlsbad as "Excellent" or "Good."
- Residents on the two ends of the household income spectrum, those earning less than \$25,000 and those earning more than \$175,000, provided lower ratings than those making between \$25,000 and \$175,000.

### Favorite Places to Shop and Dine

When asked about their favorite places to shop and dine in Carlsbad, 51 percent of respondents cited The Forum at Carlsbad, 49 percent indicated The Village in Downtown Carlsbad, and 46 percent cited the Carlsbad Premium Outlet Mall.

Figure 8. Favorite Places to Shop and Dine in Carlsbad<sup>‡</sup>



<sup>‡</sup> For this question, respondents were free to mention multiple responses; therefore, the percentages in the figure total more than 100 percent.

- The majority of residents with a household income greater than \$75,000 cited The Forum at Carlsbad as their favorite place to shop or dine, with 63 percent of those making \$175,000 or more citing The Forum. The majority of residents earning \$100,000 or less cited The Village as their favorite place to shop or dine in Carlsbad.
- As one would expect, The Forum was the most popular among residents of zip codes 92009 and 92011, whereas The Village was the most popular among those in 92008 and 92010.
- Respondents with children were much more likely to cite the Carlsbad Premium Outlet Mall or The Forum as their favorite place to shop or dine, whereas those without children were much more likely to cite The Village.

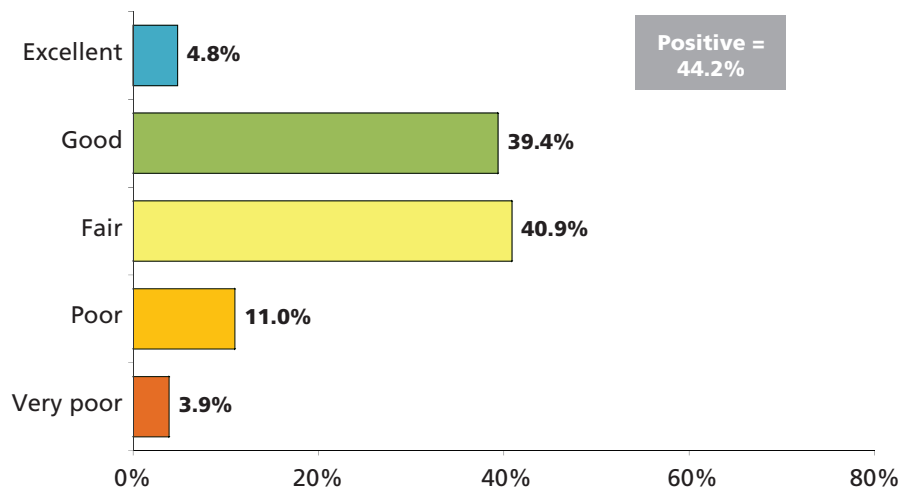
### Quality and Quantity of Jobs

Respondents were next asked to rate the quality and quantity of jobs available in Carlsbad. Overall, 31 percent of respondents were not sure or left this question blank, which was higher than any other question in the survey.

The figure below shows the percentage breakdown after filtering out the not sure responses (see Appendix A for the original breakdown). Among those who provided an opinion, 44 percent of respondents rated the quality and quantity of jobs available in Carlsbad as either “Excellent” (5%) or “Good” (39%).

Most respondents rated the quality and quantity of jobs as “Fair” (41%) and 15 percent rated it as “Poor” (11%) or “Very poor” (4%).

**Figure 9. Ratings for the Quality and Quantity of Jobs Available in Carlsbad**





- Demographically, respondents in the following sub-groups were more likely than their counterparts to indicate they were “Not sure” or declined to comment on the quality and quantity of jobs available in Carlsbad.
  - Residents in zip codes 92009 and 92011;
  - Homeowners;
  - Female respondents;
  - Residents 55 and older;
  - Those without children.

Below is an assessment of views on the quality and quantity of jobs available by resident sub-groups. Please note that all percentages reported are among those who provided an opinion.

- Ratings for the quality and quantity of jobs in Carlsbad were positively correlated with a number of other variables throughout the survey, including: neighborhood and city-wide quality of life ratings; shopping, dining, and services available in Carlsbad; ratings for aspects of Carlsbad’s natural environment, and ratings for aspects of the City’s social setting.
- A regression analysis revealed the following as the top predictors of residents’ views on the quality and quantity of jobs available in Carlsbad.
  - Ratings for the shopping, dining, and services available in Carlsbad;
  - Ratings for the lifelong learning opportunities and services in Carlsbad; and
  - Household income.
- Residents who have lived in Carlsbad 15 years or more were the most likely to provide a positive rating (49%), whereas those who have been in Carlsbad less than one year were the most likely to report a negative rating (22%).
- There were no statistically significant differences in ratings for the quality and quantity of jobs available in Carlsbad by zip code.
- A higher percentage of owners reported a positive rating (46% vs. 39%), whereas a higher percentage of renters reported a negative rating (20% vs. 13%).
- Compared with other ethnicities, Latino(a) or Hispanic respondents were the most likely to rate the quality and quantity of jobs available as “Fair” (51%).
- The majority of respondents with a household income more than \$100,000 a year rated the quality and quantity of jobs available as “Excellent” or “Good.” Comparatively, 24 percent of those with a household income below \$25,000 provided a positive rating, with 38 percent of this group reporting a negative rating.

## Number One Way to Improve the City's Economy

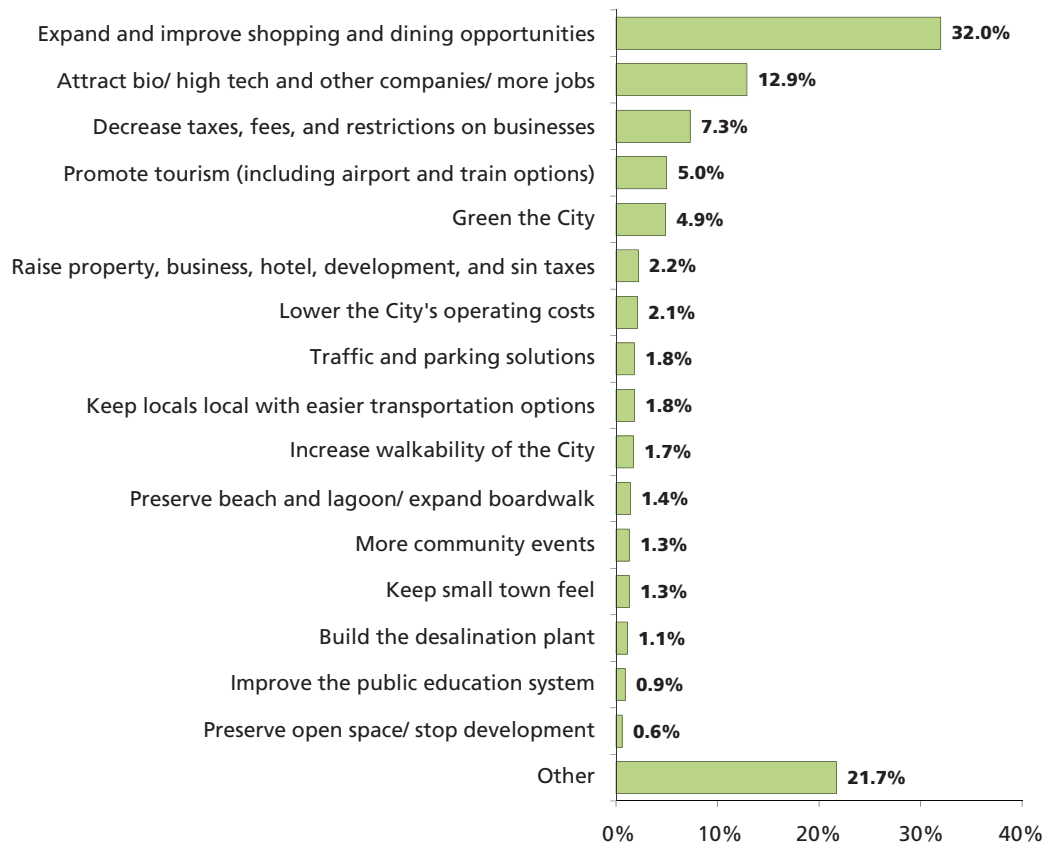
Respondents were next asked in an open-ended format<sup>3</sup> to identify the number one way that Carlsbad could improve the City's economy.

Overall, 36 percent of respondents wrote in a response to this question. The percentages below are among the 36 percent, or 2,615 residents who provided a response.

After coding the verbatim responses, expanding and improving shopping and dining opportunities was by far the most popular response at 32 percent. Attracting bio/ high technology and other companies and increasing jobs was second at 13 percent and decreasing taxes, fees, and restrictions on businesses was third at seven percent.

Responses related to expanding and improving shopping and dining opportunities were varied and included: improve Westfield Mall, more independent restaurants and stores, reinvigorate the Village, increase shopping options, need a Walmart/ more big-box stores, better restaurants, more cafes and outdoor lounges, and more grocery stores.

Figure 10. Number One Way to Improve the City's Economy<sup>‡</sup>



<sup>‡</sup> For a more detailed breakdown of responses, please refer to the Topline Results in Appendix A.

<sup>3</sup> Open-ended questions are those where respondents are free to write in any response without being constrained to choose from a list. Prior to analysis, the verbatim responses were coded into categories based on the similarity of responses.



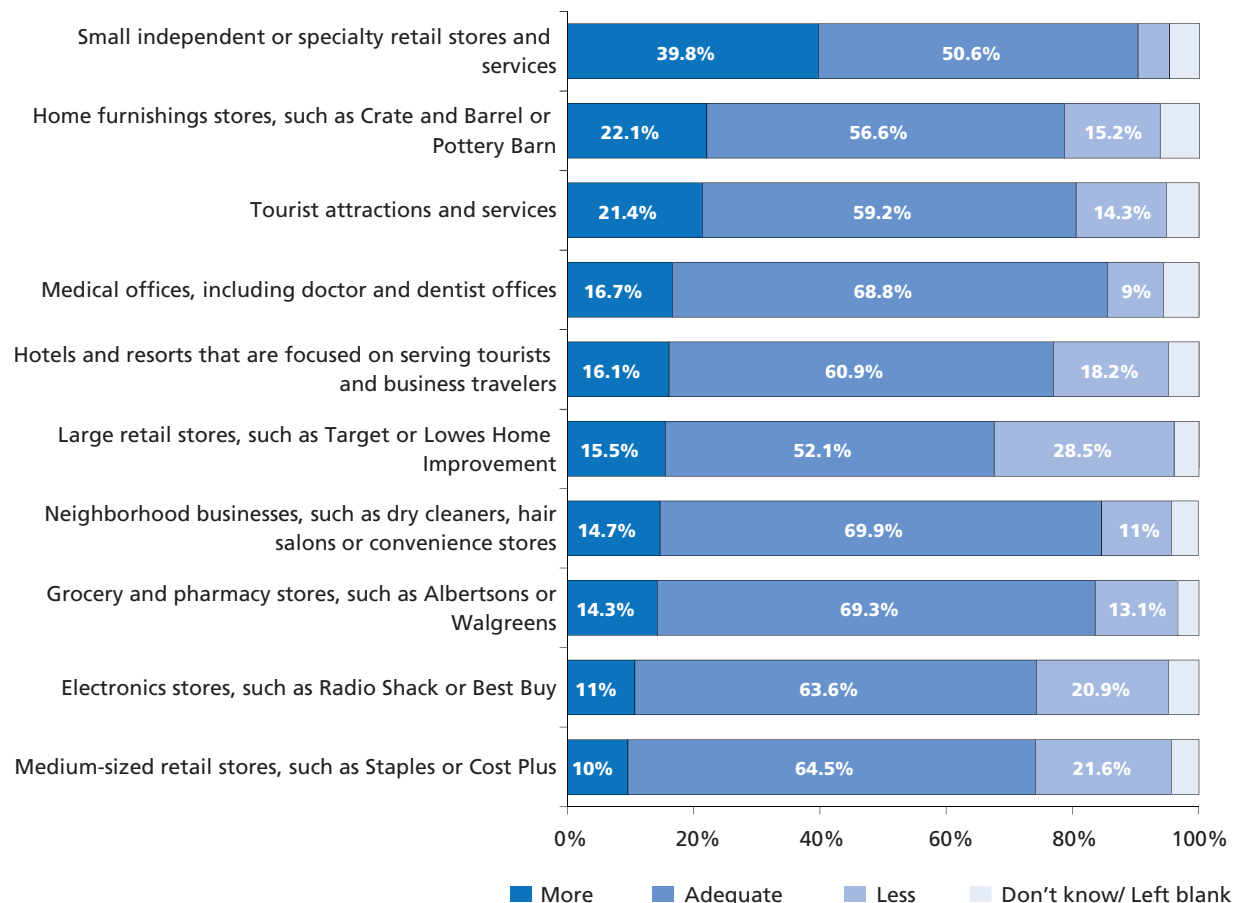
## Preferences for Stores and Businesses In Carlsbad

The next question of the survey presented respondents with a list of various types of stores or businesses that could be, or are currently located in Carlsbad. Respondents were then asked to indicate whether they would like to see more or less of each type of business or whether they thought there was currently an adequate amount.

Forty percent of residents would like to see more “Small independent or specialty retail stores and services” in Carlsbad. Approximately one in five residents would like to see more “Home furnishings stores, such as Crate and Barrel or Pottery Barn” (22%) and “Tourist attractions and services” (21%).

Twenty-nine percent of residents would like to see less “Large retail stores, such as Target or Lowes Home Improvement,” 22 percent wanted to see fewer “Medium-sized retail stores, such as Staples or Cost Plus,” and 21 percent would like to see fewer “Electronics stores, such as Radio Shack or Best Buy.”

Figure 11. Preferences for Stores and Businesses in Carlsbad



### Opinion Closest to Own: View on Number of Stores, Restaurants, and Businesses in Carlsbad

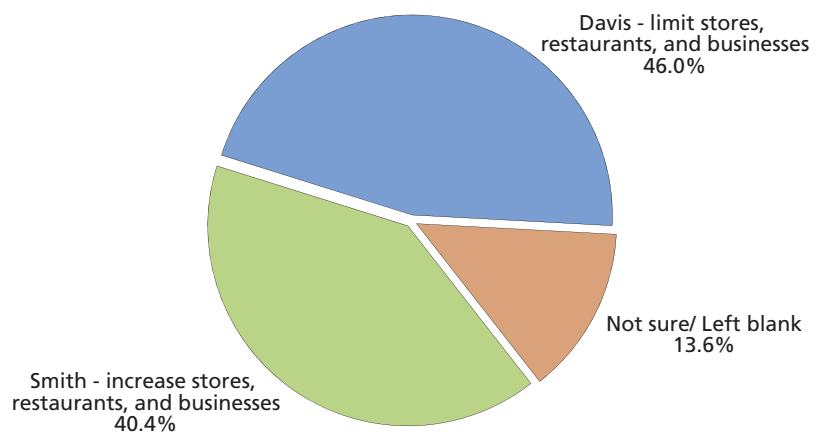
Residents were presented with the opinions of two neighbors who live in Carlsbad and who disagree about the value of increasing the number of businesses and stores in Carlsbad and the role they play in funding public services and facilities in the City of Carlsbad.

Below are the opinions of the two neighbors:

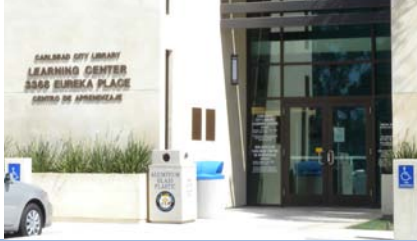
- Smith believes that Carlsbad should be willing to increase the number of stores, restaurants and other businesses within the City because they will provide more services, shopping, and dining opportunities for residents and generate more money for the City to fund city services such as fire protection, police, parks, and library services.
- Davis believes that Carlsbad should limit the number of stores, restaurants and other businesses within the City to help stop increasing traffic, congestion, and pollution in Carlsbad, which are more costly to Carlsbad residents than the tax revenue that is generated by the businesses.

After reading each neighbor's opinion, residents were asked to select the opinion closest to their own. Forty-six percent agreed with Davis that Carlsbad should limit the number of stores, restaurants, and other businesses within the City and 40 percent agreed with Smith that Carlsbad should be willing to increase the number of stores, restaurants, and other businesses. Additionally, 14 percent of residents were not sure which opinion was closer to their own.

**Figure 12. Opinion Closest to Own – Number of Stores, Restaurants, and Businesses**







To follow is an examination of the differences in opinions regarding the number of stores, restaurants, and other businesses in Carlsbad by sub-groups.

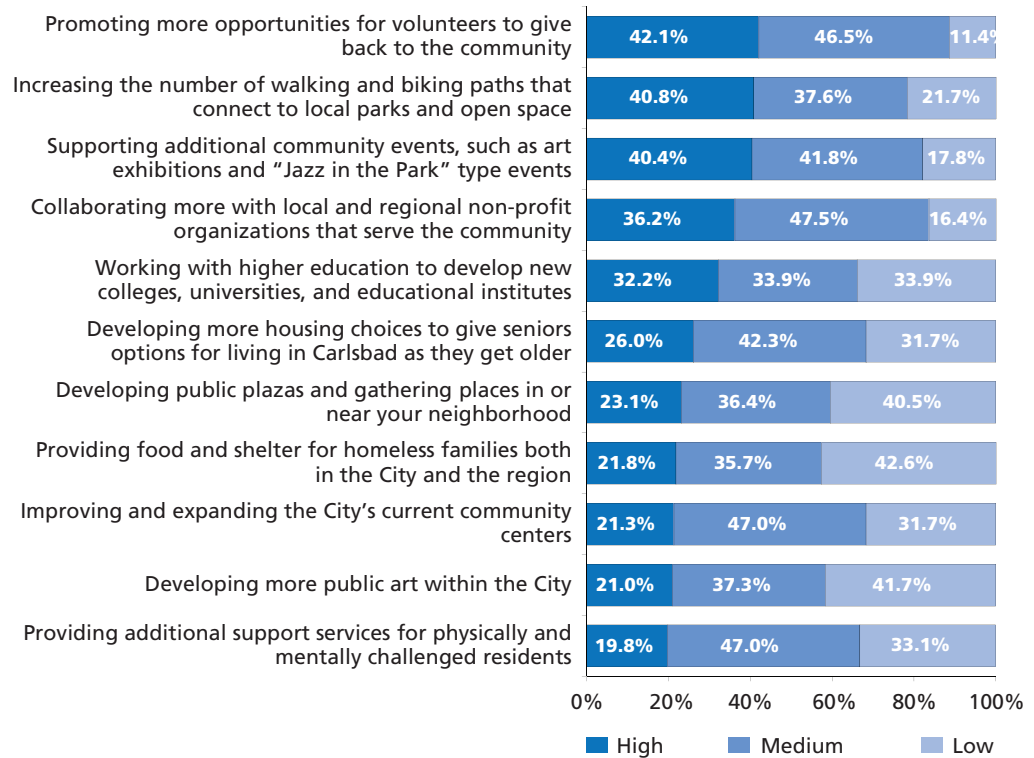
- Residents in zip code 92009 were the most likely to believe that Carlsbad should increase the number of stores, restaurants, and other businesses within the City, whereas residents in each of the other zip codes were more likely to feel they should be limited.
- Respondents who have lived in Carlsbad less than 10 years were more likely to agree with Smith that Carlsbad should increase the number of stores, restaurants, and businesses, whereas those who have lived in the City at least 10 years were more likely to agree with Davis that they should be limited.
- Compared with women, men were more likely to indicate that Carlsbad should increase the number of stores, restaurants, and businesses.
- The majority (51%) of residents with a household income greater than \$175,000 a year felt the City should increase the number of stores, restaurants, and other businesses within the City.

## 2.4 Program and Facility Priorities

The next section of the survey presented respondents with 11 programs or facilities being considered for improvement or development within Carlsbad and asked them to assign a prioritization to each.

Among those who provided a response, “Promoting more opportunities for volunteers to give back to the community” (42% “High priority”), “Increasing the number of walking and biking paths that connect to local parks and open space” (41%), and “Supporting additional community events, such as local art exhibitions and ‘Jazz in the Park’ type of events in the City” (40%) were viewed as high priorities by approximately four in ten respondents.

Figure 13. Program and Facility Priorities<sup>‡</sup>



<sup>‡</sup> The figure is sorted by the percentage "High priority."

Due to the higher than average percentage of "Don't know/ Left blank" responses for many items, those responses have been filtered out of the analysis for this series. The high percentage of "Don't know/ No answer" is likely due to residents' lack of direct experience with those specific services or concepts.

To follow is an examination of the differences in "High priority" ratings by sub-groups.

- Compared to those who have lived in the City longer, the newest residents - those who have only been in Carlsbad less than one year – were more likely to rate each of the following as a "High priority":
  - "Supporting additional community events, such as local art exhibitions and 'Jazz in the Park' type of events in the City,"
  - "Collaborating more with local and regional non-profit organizations that serve the community,"
  - "Working with higher educational institutions, to develop new colleges, universities, and educational institutes in Carlsbad,"
  - "Providing food and shelter for homeless families both in the City and the region,"
  - "Improving and expanding the City's current community centers,"



- "Developing more public art within the City," and
- "Providing additional support services for physically and mentally disabled residents."
- Residents in zip code 92011 were the least likely to rate supporting additional community events as a high priority (37%).
- Residents in zip codes 92009 and 92010 were more likely to place a high priority on "Improving and expanding the City's current community centers" than residents in 92008 and 92011.
- A higher percentage of renters rated each item as a "High priority" than owners.
- Women assigned higher priority ratings across the items than men.
- As one might expect residents 55 to 64 years of age (36%) and those 65 and older (41%) provided higher than average priority ratings for "Developing more housing choices within Carlsbad to give seniors additional options for living in Carlsbad as they get older."
- Residents with children were more likely than those without children to rate each of the following as a "High priority":
  - "Increasing the number of walking and biking paths that connect to local parks and open space,"
  - "Supporting additional community events, such as local art exhibitions and 'Jazz in the Park' type of events in the City,"
  - "Working with higher educational institutions, to develop new colleges, universities, and educational institutes in Carlsbad,"
  - "Developing public plazas and gathering places in or near your neighborhood,"
  - "Improving and expanding the City's current community centers."
- Conversely, those without children were more likely than those with children to rate each following as a "High priority":
  - "Developing more housing choices within Carlsbad to give seniors additional options for living in Carlsbad as they get older,"
  - "Providing food and shelter for homeless families both in the City and the region," and
  - "Providing additional support services for physically and mentally disabled residents."

## 2.5 Carlsbad's Social Setting

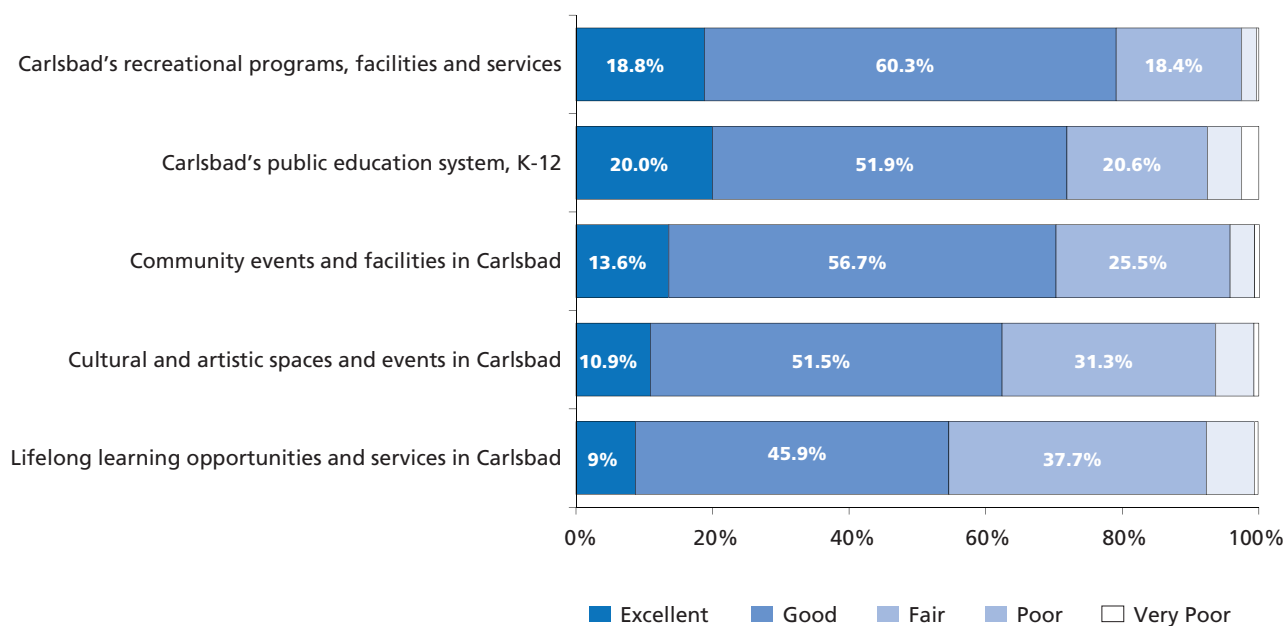
The last substantive section of the survey asked respondents to rate various aspects of Carlsbad's social setting, which includes recreational programs within the City, community and educational activities available in Carlsbad, as well as artistic and cultural spaces and events in Carlsbad.

Among those who provided an opinion, over 70 percent rated each of the following favorably, as "Excellent" or "Good":

- "Carlsbad's recreational programs, facilities, and services" (79%),
- "Carlsbad's public education system, kindergarten through 12th grade" (72%), and
- "Community events and facilities in Carlsbad" (70%).

Sixty-two percent of residents who gave an opinion rated the "Cultural and artistic spaces and events in Carlsbad" favorably and 55 percent rated "Lifelong learning opportunities and services in Carlsbad" as either "Excellent" or "Good."

Figure 14. Ratings for Aspects of Carlsbad's Social Setting<sup>‡</sup>



<sup>‡</sup> Due to the higher than average percentage of "Don't know/ Left blank" responses for many items, those responses have been filtered out of the analysis for this series. The high percentage of "Don't know/ No answer" is likely due to residents' lack of direct experience with those specific services or concepts.



To follow is an examination of the differences in ratings for the various aspects of Carlsbad's social setting by sub-groups (all percentages are among those who provided an opinion).

- Residents in the coastal zip codes, 92008 and 92011, provided higher positive ratings for Carlsbad's recreational programs, facilities, and services than those in the inland zip codes, 92009 and 92010.
- Compared with residents in other zip codes, those in 92010 were much more likely to rate the cultural and artistic spaces and events in Carlsbad favorably.
- Respondents who have lived in Carlsbad for 15 years or more were the most likely to rate Carlsbad's recreational programs, facilities, and services favorably.
- Residents who have lived in the City 10 years or more provided higher than average positive ratings for:
  - "Community events and facilities in Carlsbad" (73%),
  - "Cultural and artistic spaces and events in Carlsbad" (66%), and
  - "Lifelong learning opportunities and services in Carlsbad" (58%).
- With the exception of Carlsbad's public education system where there was no statistical difference between men and women, female respondents rated each aspect of Carlsbad's social setting more favorably than men.
- Compared with those in other age groups, residents 65 and older provided the most favorable ratings across the items.
- Residents without children provided much higher positive ratings to Carlsbad's public education system than those with children in their household (76% vs. 68%).

### Number One Way to Improve the City's Social Setting

Carlsbad residents were next asked in an open-ended format<sup>4</sup> to identify the number one way that Carlsbad could improve the City's social setting.

Overall, 28 percent of respondents wrote in a response to this question. The percentages presented below are among the 28 percent, or 1,977 residents who provided a response.

After coding the verbatim responses into groups, the top three response categories were "Increase parks and recreation facilities and activi-

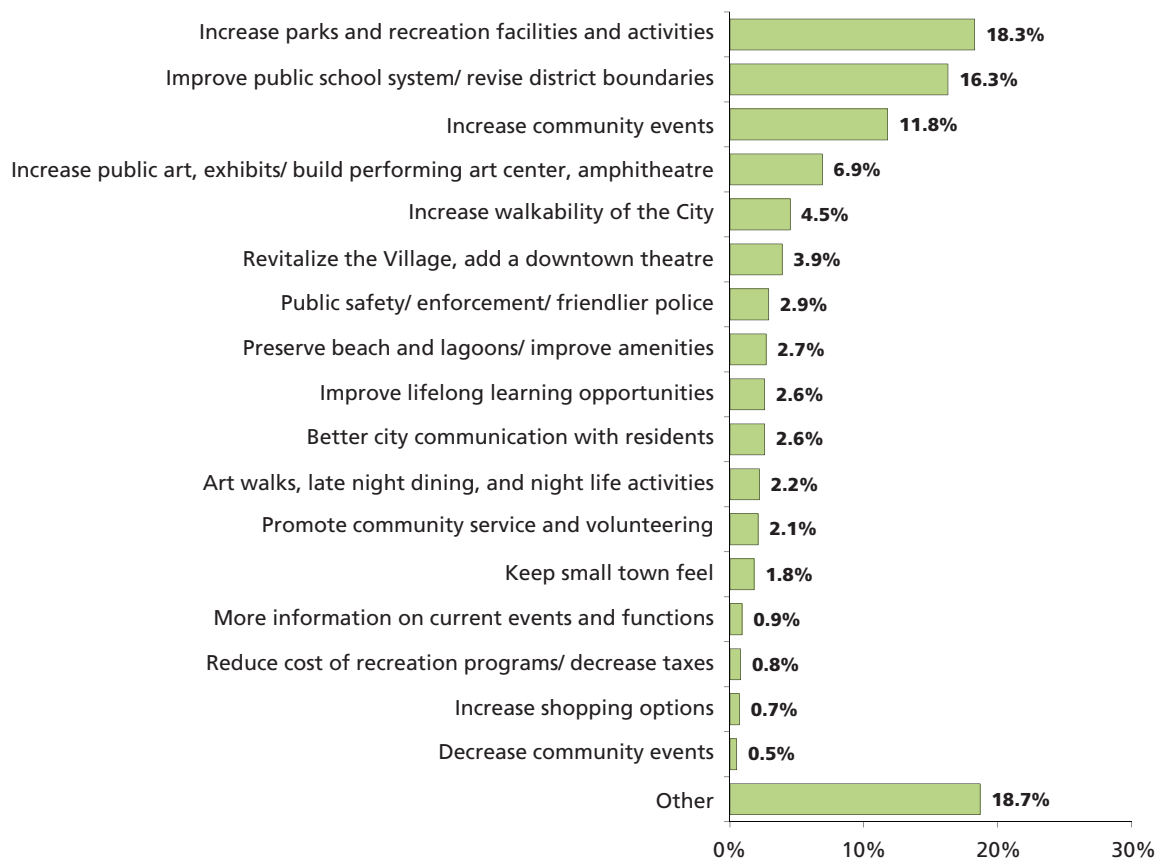
<sup>4</sup> Open-ended questions are those where respondents are free to write in any response without being constrained to choose from a list. Prior to analysis, the verbatim responses were coded into categories based on the similarity of responses.

ties” (18%), “Improve public school system/ revise district boundaries” (16%), and “Increase community events” (12%).

Responses in the parks and recreation facilities and activities category were varied and included topics such as: build an amphitheatre, build the swim complex, increase recreation facilities, increase neighborhood parks, more activities for teenagers, more senior programs and transportation options, more dog parks, more activities for the 20 to 30 age group, and build a skate park.

Responses in the increase community events category included general responses as well as specific requests for more music in the park, barbeques, and dances.

**Figure 15. Number One Way to Improve the City’s Social Setting<sup>‡</sup>**



<sup>‡</sup> For a more detailed breakdown of responses, please refer to the Topline Results in Appendix A.



### 3 METHODOLOGY

The table below provides an overview of the methodology utilized for the project.

Table 1. Overview of Project Methodology	
<b>Method</b>	Mail Survey (English and Spanish) and Web Survey (English)
<b>Universe</b>	79,791 Residents 18 years and Older within the City of Carlsbad
<b>Number of Respondents</b>	7,167 Residents Completed a Survey
<b>Average Length</b>	15 minutes
<b>Field Dates</b>	March 6 – May 1, 2009
<b>Margin of Error</b>	The <i>maximum</i> margin of error for questions answered by all 7,167 respondents was +/-1.1% at the 95% level of confidence.

#### 3.1 Research Objectives

Prior to beginning the project, BW Research met with the City of Carlsbad and Dyett & Bhatia to determine the research objectives for the study. The main research objectives of the study were to:

- assess residents' perceptions regarding the quality of life in their neighborhood as well as within the entire City of Carlsbad;
- evaluate residents' perceptions regarding Carlsbad's natural environment, local economy, and social setting; and
- identify residents' program and facility priorities.

#### 3.2 Questionnaire Design

Through an iterative process and in consultation with the Envision Carlsbad Citizens' Committee (EC<sup>3</sup>), BW Research worked closely with the City and Dyett & Bhatia to develop a survey instrument that met all the research objectives of the study. In developing the instrument, BW Research utilized techniques to overcome known biases in survey research and minimize potential sources of measurement error within the survey.



### 3.3 Sampling Method

The City of Carlsbad utilized a census-style approach to ensure that all residents had an equal opportunity to participate in the survey process. An introductory letter and survey were mailed to every household within the City of Carlsbad (41,643 households). The introductory letter provided residents with the option of completing the hard copy survey and mailing it back via the enclosed return envelope (postage paid) or visiting the survey url and completing the survey online. In total, 296 residents completed a survey online and 6,871 returned a survey through the mail resulting in a response rate of 17.2 percent for the study. The data collection period for the project was March 6 through May 1, 2009.

### 3.4 Data Processing

Prior to analysis, BW Research utilized optical mark recognition software and implemented quality control measures to scan the returned mail surveys into an electronic database and coded all the open-ended responses into categories for analysis. BW Research also examined the demographic characteristics of the 7,167 respondents who completed a survey to the known universe of residents 18 years and older using the San Diego Association of Government's (SANDAG's) 2008 demographic estimates for the City of Carlsbad. It is estimated that among Carlsbad's 103,811 residents, 79,791 are 18 years and older. After examining the dimensions of zip code, gender, ethnicity, and age, the data were weighted to appropriately represent the universe of adult residents and ensure generalizability of the results.

### 3.5 Note About Margin of Error and Analysis of Sub-Groups

The overall margin of error for the study, at the 95% level of confidence, is between +/-0.66 percent and +/- 1.10 percent (depending on the distribution of each question) for questions answered by all 7,167 respondents. However, it is important to note that analysis of sub-groups (such as examining differences by length of residence or gender) will have a margin of error greater than +/-1.10 percent, with the exact margin of error dependent on the number of respondents in each sub-group. BW Research has utilized statistical testing to account for the margin of error within sub-groups and highlight statistically significant sub-group differences throughout this report.

## 4 APPENDIX A: TOPLINES

---

## **CITY OF CARLSBAD RESIDENT SURVEY**

### **Toplines (n=7,167)**

### **May 2009**

In an effort to improve the quality of life in Carlsbad, the City is surveying Carlsbad residents to find out some of your priorities and opinions regarding our city. The survey is being processed by an independent research firm, and all of your individual responses will remain confidential.

If you have any questions about the survey or would like to receive the survey in Spanish, please contact Jennifer Jesser at (760) 602-4637.



**Traditional Rounding Rules Applied - Percentages Rounded to the Nearest Whole Number -  
Percentages May Not Add to Exactly 100%**

#### **1. How long have you lived in Carlsbad?**

7%	Less than 1 year
22%	1 to 4 years
23%	5 to 9 years
17%	10 to 14 years
32%	15 years or more
1%	Don't know/ Left blank

#### **2. Overall, how would you rate the quality of life in your neighborhood?**

46%	Excellent
47%	Good
5%	Fair
1%	Poor
1%	Very poor
1%	Not sure/ Left blank

#### **3. Overall, how would you rate the quality of life in the entire City of Carlsbad?**

31%	Excellent
59%	Good
7%	Fair
1%	Poor
0%	Very poor
2%	Not sure/ Left blank

**4. The City of Carlsbad is considering different priorities in planning for the City's future.**

For each priority listed below, please indicate if it should be a high priority, medium priority or low priority in thinking about Carlsbad's future.

	<u>High</u>	<u>Medium</u>	<u>Low</u>	<u>Don't Know</u>
A. Providing parks and recreational facilities in the City for active recreational uses.....	48%	39%	11%	3%
B. Protecting undeveloped areas for hiking and exploring .....	62%	26%	11%	2%
C. Protecting natural habitats in and around Carlsbad.....	65%	25%	9%	2%
D. Creating new walking and biking trails within Carlsbad .....	43%	35%	20%	2%
E. Increasing revenue for the City to maintain and improve the services and programs that Carlsbad currently offers.....	26%	45%	23%	6%
F. Improving traffic flow in and around Carlsbad .....	37%	38%	22%	3%
G. Maintaining or improving property values within the City.....	55%	29%	12%	4%
H. Providing a range of housing options of different types & price levels within Carlsbad .....	21%	30%	46%	4%
I. Preserving historic buildings and places within Carlsbad .....	31%	41%	25%	3%

**5. If there were one thing the City of Carlsbad should be focused on in the future to improve the quality of life for its residents, that has not already been mentioned, what would it be?**

**45% of respondents did not provide a response to this question.**

The percentages below are among those who did provide a response (n=3,976).

7%	Stop development	1%	Improve the El Camino Real Mall
6%	Limit development	1%	Underground utility lines
5%	Preserve open space	1%	More trees/ better landscaping/ beautify City
5%	Public safety/ reducing crime	1%	Increase number of parks
5%	Improve public school system (includes revising school district boundaries)	1%	Build the new high school
3%	Remove power plant/ stop expansion	1%	Improve recycling program; larger bins at homes, bins in public areas
3%	Minimize traffic light wait times/ traffic flow	1%	Concentrate on senior issues
2%	Reinvigorate the Village	1%	Increase litter control/ maintain city areas
2%	Build the Desalination plant	1%	More hiking/ mountain bike trails
2%	Build the pool complex	1%	Infrastructure/ road repairs
2%	Increase recreational facilities and programs	1%	Priority to and discounts for Carlsbad residents over tourists
2%	Improve water quality of ocean	1%	Keep beaches clean/ more beach clean-ups
2%	Increase traffic law enforcement	1%	Keep beach parking free
2%	Better and safer bike paths for families and commuting/ finish rail trail	1%	Enforce dog waste/ leash laws
2%	Green the City/ green city operations	1%	Preserve Ponto Beach
2%	Rent control and more affordable housing	1%	Decrease airport noise
2%	Increase shopping and dining options	1%	Increase arts, culture, and nightlife
2%	Better and greener transit options	1%	Minimize low income housing
2%	Preserve small town feel	1%	Create a dog beach
1%	More dog parks/ trails	1%	Increase amenities at the beach
1%	Keep city financially strong	1%	Preserve remaining coastline
1%	Increase Walkability of the City	1%	Push for renewable energy use
1%	Lower taxes/ less regulation	1%	Preserve/ restore lagoons and their surroundings
1%	Remove illegal aliens/ transients	1%	Limit RV parking at beach and on city streets
1%	Increase water restrictions and conservation measures	1%	View preservation
1%	Increase beach parking/ beach access	17%	Other

## CARLSBAD'S NATURAL ENVIRONMENT

Next, please think about Carlsbad's natural environment, which includes the City's air and water quality, protection and preservation of natural habitats and the quality and quantity of walking and biking trails within Carlsbad.

### 6. Generally speaking, how would you rate Carlsbad's:

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don't Know</u>
A. Air quality .....	31%	54%	10%	1%	0%	3%
B. Water quality .....	16%	51%	21%	6%	1%	5%
C. Protection and preservation of open spaces and natural habitats .....	16%	52%	19%	5%	3%	5%
D. Quality and quantity of Carlsbad's walking and biking trails .....	13%	48%	23%	5%	2%	9%

### 7. If there were one thing the City of Carlsbad could do to improve the City's natural environment, what would it be?

**61% of respondents did not provide a response to this question.**

The percentages below are among those who did provide a response (n=2,821).

15%	Preserve open space
13%	Stop development
7%	Limit development
6%	Better and safer bike paths for families and commuting/ finish rail trail
5%	More hiking/ mountain bike trails
4%	Preserve/ restore lagoons and their surroundings
4%	Remove power plant/ stop expansion
3%	Improve water quality of ocean
3%	Increase water restrictions and conservation measures
3%	More trees/ better landscaping/ beautify the City
2%	Improve the tap water
2%	Build the Desalination plant
2%	Increase litter control/ maintain city areas
2%	View preservation
2%	Improve recycling program; larger bins at homes, bins in public areas
2%	Enforce dog waste/ leash laws
1%	Keep the beaches clean/ more beach clean-ups
1%	Green the City/ green city operations
1%	Increase Walkability of the City
1%	Increase beach parking/ beach access
1%	Push for renewable energy use
1%	Preserve Ponto Beach
1%	Interconnect open space and their trails
1%	Remove illegal aliens/ transients
1%	Preserve the Flower and Strawberry Fields
1%	Preserve Calavera area including creek
1%	Increase number of parks
1%	Minimize traffic light wait times/ traffic flow
1%	More dog parks/ trails
1%	Public safety/ reducing crime
1%	Preserve remaining coastline
1%	Save Village H open space
1%	Better and greener transit options
14%	Other

**8. Please consider the following statements that are being made about Carlsbad's natural environment and indicate your level of agreement with each statement.**

		<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Don't Know</u>
A.	The City of Carlsbad should be doing everything it can to fight global warming.....	28%	29%	16%	10%	11%	5%
B.	Beaches, lagoons and other waterways in Carlsbad should be better protected with new regulations or stronger enforcement of current regulations .....	29%	34%	16%	10%	4%	7%
C.	The City should be more actively involved in developing new renewable energy options within the City, such as solar roofs or wind turbines .	37%	38%	11%	7%	3%	5%
D.	Carlsbad should limit residents' access to some open space to protect and preserve the natural plants and animals that live in the City.....	20%	36%	15%	17%	7%	5%
E.	Carlsbad should increase the fees associated with parks and recreation programs to fund the protection and maintenance of Carlsbad's open space .....	9%	25%	19%	28%	13%	6%

## LOCAL ECONOMY

Next, please think about Carlsbad's local economy, which includes the shopping, dining and services available in the City as well as the quantity and quality of jobs found in Carlsbad.

**9. Overall, how would you rate the shopping, dining and services available in Carlsbad?**

20%	Excellent
51%	Good
22%	Fair
3%	Poor
1%	Very poor
2%	Not sure/ Left blank

**10. Where are your favorite places to shop and dine in Carlsbad? Check all that apply**

51%	The Forum at Carlsbad
49%	The Village, Downtown Carlsbad
46%	Carlsbad Premium Outlet Mall
20%	Plaza Camino Real (Westfield)
3%	Outside Carlsbad
1%	Various restaurants in Carlsbad
1%	Costco
1%	Various stores in Carlsbad
1%	Bressi Ranch
3%	Other
6%	Don't know/ Left blank

**11. Overall, how would you rate the quality and quantity of jobs available in Carlsbad?**

3%	Excellent
27%	Good
28%	Fair
8%	Poor
3%	Very poor

**12. If there were one thing the City of Carlsbad could do to improve the City's economy, what would it be?**

**64% of respondents did not provide a response to this question.**

The percentages below are among those who did provide a response (n=2,615).

12%	Improve Westfield Mall (on El Camino Real)
8%	Attract bio/ high tech and other companies to Carlsbad
7%	Decrease taxes, fees, and restrictions on businesses
6%	More independent restaurants and stores
6%	Reinvigorate the Village
5%	More jobs
4%	Increase shopping options
3%	Promote tourism
2%	Better restaurants
2%	Lower the City's operating costs
2%	Keep locals local with easier transportation options
2%	Green city operations
2%	Increase Walkability of the city
2%	Push for the use of renewable energy
1%	Sell the golf course
1%	Keep small town feel
1%	More community events
1%	Increase use of Carlsbad airport
1%	Need a Walmart/ more big-box stores
1%	Traffic and parking solutions
1%	More grocery stores
1%	Build the desalination plant
1%	Attract green businesses
1%	Improve the public education system
1%	Raise property, business, and development taxes
1%	Increase Beach and Lagoon preservation programs
1%	Add/ expand the boardwalk
1%	More downtown parking
1%	Raise hotel tax
1%	Preserve open space/ stop development
1%	Increase Coaster and Amtrak stops
22%	Other

**13. Below is a list of stores and businesses that could be, or are currently, located in Carlsbad. Please indicate whether you would like to see more or less of each type of business in Carlsbad.**

	<u>More</u>	<u>Adequate</u>	<u>Less</u>	<u>Don't Know</u>
A. Large retail stores, such as Target or Lowes Home Improvement .....	16%	52%	29%	4%
B. Medium-sized retail stores, such as Staples or Cost Plus .....	10%	65%	22%	4%
C. Grocery and pharmacy stores, such as Albertsons or Walgreens.....	14%	69%	13%	3%
D. Neighborhood businesses, such as dry cleaners, hair salons or convenience stores..	15%	70%	11%	4%
E. Small independent or specialty retail stores and services .....	40%	51%	5%	5%
F. Medical offices, including doctor and dentist offices .....	17%	69%	9%	6%
G. Home furnishings stores, such as Crate and Barrel or Pottery Barn .....	22%	57%	15%	6%
H. Electronics stores, such as Radio Shack or Best Buy .....	11%	64%	21%	5%
I. Hotels and resorts that are focused on serving tourists and business travelers.....	16%	61%	18%	5%
J. Tourist attractions and services .....	21%	59%	14%	5%

14. Below are the opinions of two neighbors, Smith and Davis, who live in Carlsbad. Smith and Davis disagree about the value of increasing the number of businesses and stores in Carlsbad and the role they play in funding public services and facilities in the City of Carlsbad.

**Smith** believes that Carlsbad should be willing to increase the number of stores, restaurants and other businesses within the City because they will provide more services, shopping and dining opportunities for residents and generate more money for the City to fund city services such as fire protection, police, parks and library services.

**Davis** believes that Carlsbad should limit the number of stores, restaurants and other businesses within the City to help stop increasing traffic, congestion and pollution in Carlsbad, which are more costly to Carlsbad residents than the tax revenue that is generated by the businesses.

**Whose opinion is closer to your own?**

40%	Smith, increase the number of stores, restaurants and other businesses within the City
46%	Davis, limit the number of stores, restaurants and other businesses within the City
14%	Not sure/ Left blank

## PROGRAM AND FACILITY PRIORITIES

15. Please place a priority level on each of the following programs and facilities being considered for improvement or development in Carlsbad.

	<u>High</u>	<u>Medium</u>	<u>Low</u>	<u>Don't Know</u>
A. Improving and expanding the City's current community centers .....	20%	43%	29%	8%
B. Developing public plazas and gathering places in or near your neighborhood.....	22%	35%	39%	5%
C. Increasing the number of walking and biking paths that connect to local parks and open space .....	39%	36%	21%	4%
D. Providing food and shelter for homeless families both in the City and the region .....	20%	33%	40%	7%
E. Supporting additional community events, such as local art exhibitions and "Jazz in the Park" type of events in the City.....	39%	41%	17%	3%
F. Developing more public art within the City.....	20%	36%	40%	4%
G. Providing additional support services for physically & mentally disabled residents.....	17%	41%	29%	13%
H. Developing more housing choices within Carlsbad to give seniors additional options for living in Carlsbad as they get older.....	24%	40%	30%	7%
I. Working with higher educational institutions, to develop new colleges, universities and educational institutes in Carlsbad .....	31%	32%	32%	5%
J. Promoting more opportunities for volunteers to give back to the community .....	40%	44%	11%	5%
K. Collaborating more with local and regional non-profit organizations that serve the community .....	33%	43%	15%	9%



## CARLSBAD'S SOCIAL SETTING

Next, please think about Carlsbad's social setting, which includes recreational programs within the City, community and educational activities available in Carlsbad, as well as artistic and cultural spaces and events in Carlsbad.

### 16. Overall, how would you rate the different aspects of Carlsbad's social setting?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don't Know</u>
A. Carlsbad's recreational programs, facilities and services .....	17%	55%	17%	2%	0%	9%
B. Carlsbad's public education system, kindergarten through 12th grade	14%	37%	15%	4%	2%	28%
C. Cultural and artistic spaces and events in Carlsbad .....	10%	47%	28%	5%	1%	10%
D. Lifelong learning opportunities and services in Carlsbad .....	7%	37%	30%	6%	0%	19%
E. Community events and facilities in Carlsbad .....	12%	52%	23%	3%	1%	9%

### 17. If there were one thing the City of Carlsbad could do to improve the City's social setting, what would it be?

**72% of respondents did not provide a response to this question.**

The percentages below are among those who did provide a response (n=1,977).

16%	Improve public school system (includes revising school district boundaries)
7%	Increase public art, build performing art center, exhibits
6%	Increase community events
6%	Build an amphitheatre
5%	Music in the Park
5%	Increase walkability of the City
4%	Revitalize the Village, add a downtown theatre
3%	Build the swim complex
3%	Better city communication with residents
3%	Increase recreation facilities
2%	Art walks, late night dining, and nigh life activities
2%	Promote community service and volunteering
2%	Improve lifelong learning opportunities
2%	Increase neighborhood parks
2%	Keep small town feel
2%	Need friendlier police
1%	More senior programs and transportation options
1%	More activities for teenagers
1%	Protect and preserve the beaches
1%	BBQ's and dances
1%	Increase beach access
1%	More dog parks
1%	More information on current events and functions
1%	Remove illegal aliens and the homeless
1%	More activities for the 20-30 age group
1%	Reduce cost of recreation programs, decrease taxes
1%	Increase shopping options
1%	Decrease community events
1%	Improve libraries
1%	Build a skate park
20%	Other

## DEMOGRAPHICS

Your demographic information will be kept confidential and all data will be displayed in summary format only.

**A. Do you own or rent the unit in which you live?**

22%	Rent
77%	Own
2%	Refused/ Left blank

**B. Are you:**

44%	Male
53%	Female
4%	Refused/ Left blank

**C. In what year were you born? Recoded into Age**

11%	18 to 24 years
11%	25 to 34 years
17%	35 to 44 years
21%	45 to 54 years
16%	55 to 64 years
17%	65 years or older
8%	Refused/ Left blank

**D. How many children in each of the age groups below live within your household?**

Data shown are percentages of respondents with children in each age category within household.

17%	Children 0 to 5 years old
15%	Children 6 to 12 years old
12%	Children 13 to 17 years old
58%	No children
7%	Refused/ Left blank

**Total Number of Children in Household**

16%	One
15%	Two
4%	Three or more
58%	None
7%	Refused/ Left blank

**E. Including yourself, how many adults in each of the following age groups live within your household?**

Data shown are percentages of respondents with adults in each age category within household.

11%	Adults 18 to 24 years old
14%	Adults 25 to 34 years old
19%	Adults 35 to 44 years old
24%	Adults 45 to 54 years old
15%	Adults 55 to 64 years old
17%	Adults 65 years and older
19%	Refused/ Left blank

Total Number of Adults in Household

- 24% One
- 48% Two
- 9% Three or more
- 19% Refused/ Left blank

**F. What do you typically use to communicate with people outside of your household? Check All That Apply**

- 82% Email
- 81% Cellular or mobile phone
- 55% Phone - not cellular or mobile
- 41% Traditional mail
- 36% Text messaging
- 2% Word of mouth/ face-to-face communication
- 2% Internet-based communication – Facebook, Skype, MySpace
- 0% Other
- 3% Don't know/ Left blank

**G. What ethnic group do you consider yourself a part of or feel closest to?**

- 4% Latino(a) or Hispanic
- 5% Asian
- 1% African American or Black
- 1% Pacific Islander
- 79% White
- 5% Other
- 5% Refused/ Left blank

**H. Which of the following best describes your total household income for the last 12 months?**

- 4% Below \$25,000
- 13% \$25,000 to \$50,000
- 15% \$50,001 to \$75,000
- 16% \$75,001 to \$100,000
- 27% \$100,001 to \$175,000
- 16% More than \$175,000
- 9% Don't know/ Refused

If you are interested in participating in future research sponsored by the City of Carlsbad, please provide your contact information below. Please be assured that your name and personal information will be kept separate from your survey responses and will only be used by the City to contact you regarding future research.

Name: Preferred Phone #: E-mail:

Unweighted:

- 19% Interested and provided contact information
- 81% Did not provide contact information

**Survey Format (Unweighted):**

- 96% Mail
- 4% Web

**Zip Code:**

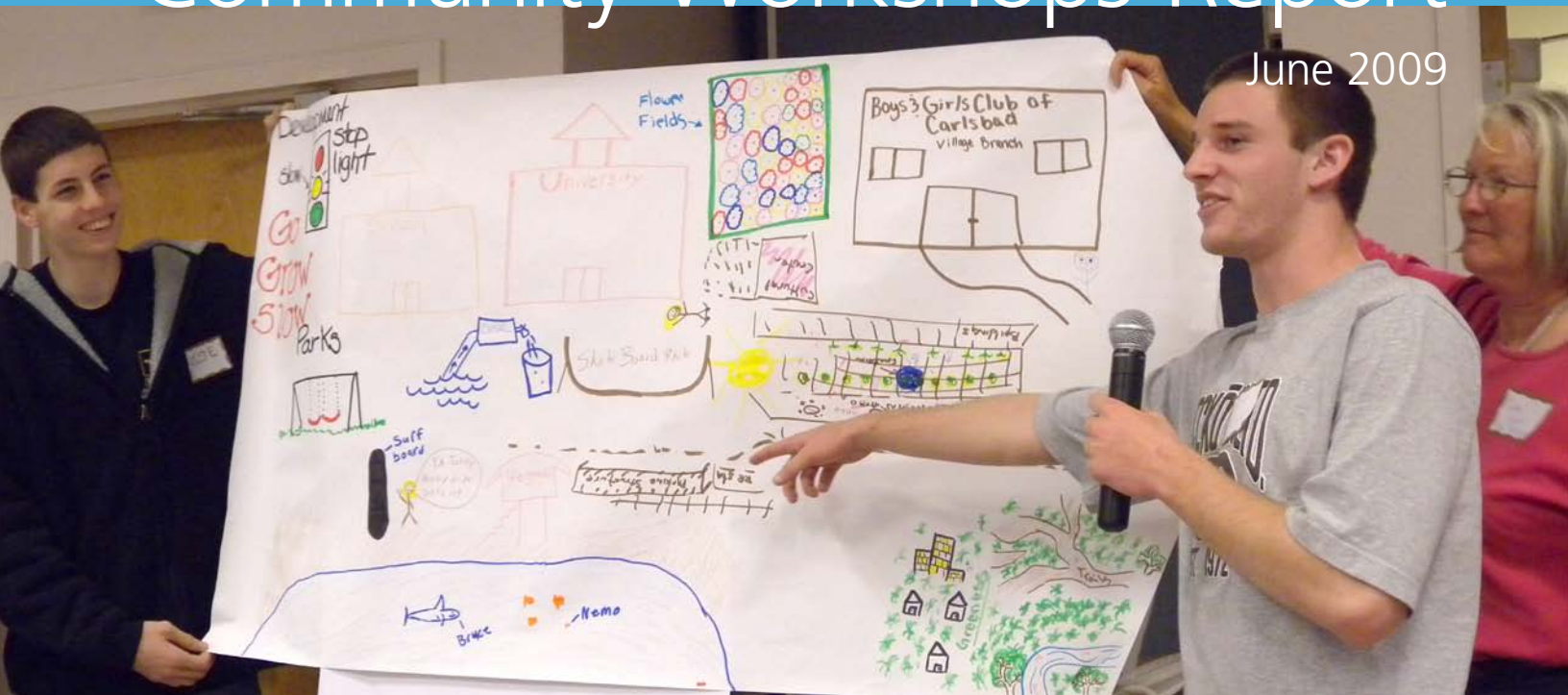
- 30% 92008
- 31% 92009
- 15% 92010
- 24% 92011



envisionCARLSBAD

# Community Workshops Report

June 2009



## Envision Carlsbad Citizens' Committee

EC <sup>3</sup> Primary Member	EC <sup>3</sup> Alternate Member
Ken Alfrey	William Kloetzer
Fred Sandquist	David Robertson
Mat Huff	Barbara Hamilton
Jim Farley	Farrah Douglas
Jim Comstock	Jack Cumming
Hap L'Heureux	Robert Nielsen
Gina McBride	Mike Howes
Julie Baker	–
Eric Larson	–
Paul Thompson	Greg Nelson
Diane Lantz	Allen Sweet
Kirk Cowles	Guy Roney
Diane Proulx	Glen Etherington
Lisa Tuomi-Francis	David Lloyd
Jeff Segall	Robert Gates
John O'Reilly	Jim Bradley
Kent McCormick	Jeanne Sprague-Bentley
Andrew Benson	Sean Sexton
Sean Bentley	Chris Korogi

## City Staff

Gary Barberio, *Assistant Planning Director*  
Chris DeCerbo, *Principal Planner*  
David de Cordova, *Principal Planner*  
Sandra Holder, *Community Development Director*  
Jennifer Jesser, *Senior Planner*  
Rachel McGuire, *Communications Coordinator*  
Barbara Nedros, *Administrative Secretary*  
Don Neu, *Planning Director*  
Heather Pizzuto, *Library Director*  
Kristina Ray, *Communications Manager*  
Glen Van Peski, *Senior Civil Engineer*  
Colette Wengenroth, *Finance Manager*

## Consultant Staff

### DYETT & BHATIA

Urban and Regional Planners

Rajeev Bhatia, *Principal*  
Melissa McMahon, *Associate*



Lewis Michaelson, *Vice President*



# Community Workshops Report

June 2009





## TABLE OF CONTENTS

---

1	INTRODUCTION.....	1
	1.1 Envision Carlsbad .....	1
	1.2 This Report.....	2
2	WORKSHOP STRUCTURE .....	3
	2.1 Schedule and Attendance.....	3
	2.2 Workshop Activities .....	3
3	WORKSHOP THEMES .....	5
	3.1 Major Themes .....	5
	3.2 Secondary Themes.....	10
4	APPENDIX A: WORKSHOPS TABLE NOTES.....	11
5	APPENDIX B: WORKSHOPS DRAWINGS.....	47







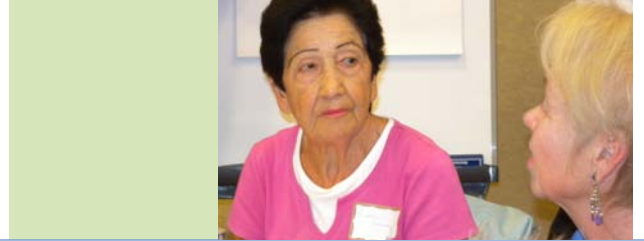
# 1 INTRODUCTION

## 1.1 Envision Carlsbad

Envision Carlsbad is a City-sponsored community visioning process that invites residents to work together to create a new vision and plan for Carlsbad's future. For the past two decades, Carlsbad has been growing and developing based on the premise of available land to accommodate a growing population. Carlsbad's basic guiding documents, such as the General Plan, were created on that premise. Today however, with the city almost 90 percent built-out, development will occur primarily as infill. New opportunities and challenges are emerging related to the protection and enhancement of the city's attractive setting and quality of life that residents have worked hard over the years to create. City leaders are looking for resident guidance on which direction to take Carlsbad into the future.

Envision Carlsbad is providing community members with a variety of opportunities to participate in the creation of a vision for the future that reflects the community's most important values and priorities. Opportunities include:

- Envision Carlsbad Citizens' Committee (EC<sup>3</sup>);
- Community workshops;
- Stakeholder interviews;
- Community-wide survey (mail and online);
- Citywide mailed newsletters, and
- the Envision Carlsbad Web site.



In Fall 2009, input received from these processes will be synthesized into a report describing the community's vision for its future. This vision document will identify the most important quality-of-life factors that should be considered in making City operational and budgetary decisions, and provide the framework for updating important City planning documents such as the General Plan, the Zoning Ordinance, and the Local Coastal Program.

## 1.2 This Report

### Community Workshops

This report describes the process and results of one important component of Envision Carlsbad: the community workshops. The workshops were designed to engage the attention, interest, and active involvement of a broad spectrum of Carlsbad community members, and provide opportunities for energetic discussion of and effective input into the community's vision of Carlsbad's future. Participants discussed what the community would like to remain the same, change and/or create to ensure that residents of Carlsbad in the future are as proud of their community as residents are today.

### Report Organization

The rest of this report is organized into sections describing the workshop process and participation and the major emerging themes. The stakeholder interviews and community survey results will be summarized in separate reports. The City will tailor the next steps of Envision Carlsbad based on the conclusions of these early reports and the input of the EC<sup>3</sup>.





## 2 WORKSHOP STRUCTURE

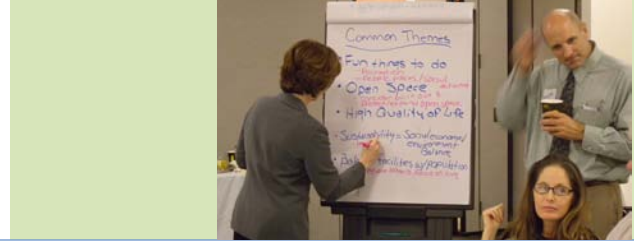
### 2.1 Schedule and Attendance

The community workshops were held in March and April 2009 on four different weekday evenings in four geographically different locations across Carlsbad: the City of Carlsbad Safety Center, Tri-City Wellness Center, Aviara Oaks Elementary School, and the City of Carlsbad Senior Center. Days and locations were varied to provide increased access to the workshops. All workshops were held from 6:00pm until 8:30pm, and had similar content and structure. In all, over 265 community members attended the workshops.

### 2.2 Workshop Activities

The format used for the workshops was called the “World Café”. The World Café allowed community members to participate in a series of successive small group discussions of short duration (approximately 15-20 minutes each) followed by identification of common themes. Transitions between discussions were signaled by a Maître d’ (the facilitator), at which point participants moved to a new table for their next discussion. During each “rotation” participants responded to a new prompting question and interacted with a new set of community members. The prompting discussion questions used in the workshops were as follows:

**Round 1:** When you brag to your friends that live somewhere else, what do you tell them makes Carlsbad such a wonderful place to live?



**Round 2:** You leave tomorrow on an extended trip away from Carlsbad, and you return for the first time five years from now. What are you most excited to see and do when you return?

**Round 3:** It's the year 2025, and although it hasn't been easy, by working together the residents of Carlsbad have accomplished something that no other city in the region has, namely ... (fill in the blank).

After working together to answer Question 3, participants stayed in their final small groups and identified common themes and values that emerged from all of their table conversations. Participants then worked together to draw a visual representation of the common themes they agreed upon, including those aspects of Carlsbad they want to preserve and those that they want to encourage for the future. Finally, representatives from each table presented their drawings to all the workshop participants, reporting out on the common themes that emerged from their table discussions.

The appendix for this report documents the table notes from the four community workshops.





## 3 WORKSHOP THEMES

The following descriptions of important emerging themes are the result of careful analysis of the transcribed table notes from all four workshops, with a particular focus on the lists of common themes. It is important to note that these themes are not mutually exclusive, but rather ideas were grouped to convey important community priorities and values. The text indicates when particular ideas or issues cross over theme categories. The themes are described in order by how prominently they appeared in workshop discussion.

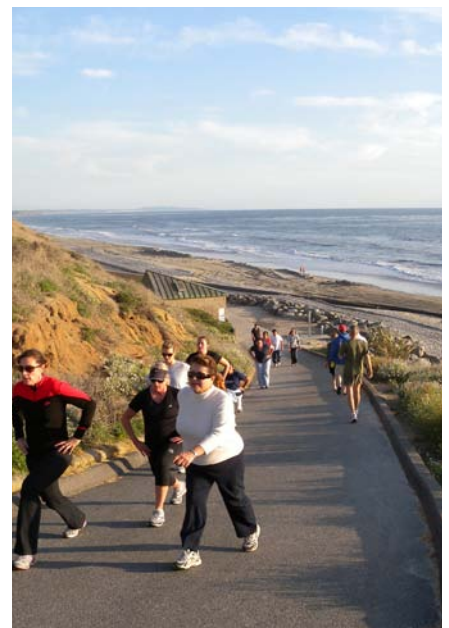
*Community members described Carlsbad as being full of caring, friendly people with a sense of volunteerism and pride.*

### 3.1 Major Themes

#### Retain Small Town, Beach Community Character and Connectedness

The most frequently-mentioned theme during workshop conversations was that of maintaining and enhancing Carlsbad's character, and fostering community spirit and connectedness. The two popular terms for describing the character of Carlsbad were "small town" and "beach community", and there was widespread support for enhancing these attributes. Some groups saw the two as intertwined, favoring limited growth. Others saw the city as being "balanced" and "embracing the past with a vision for the future."

In terms of social connectedness, community members described Carlsbad today as being full of caring, friendly people with a sense of volunteerism and pride. Participants expressed appreciation for the



*Numerous residents expressed a desire for open space that is more accessible and integrated throughout the community.*

---



cultural acceptance and diversity in the city, and the way that old, new, and different lifestyles come together. Many participants also valued the city for feeling family-oriented, multi-generational, stable (not transient), and for providing an emphasis on community spirit.

Most participants were interested in maintaining the social cohesion they feel today, and suggestions for enhancing this included provision of more public gathering places, more family-friendly activities and open spaces within walking distance, as well as more events that connect residents to one another and keep them active and involved. Some participants recommended phasing out references to “quadrants” as they create false distinctions between parts of the community. Others stressed that neighborhoods may have unique personalities and identities that should be acknowledged. Residents recommended getting students more active and visible in the community at large. Community members felt it was important for the City to invest in activities and facilities that would be “not just for tourists, but for us”.

### Protect Open Space and the Natural Environment

Another important theme confirmed through the workshops was that of open space protection and environmental conservation. Open space appeared universally on the table lists of common themes across workshops, while supporting descriptions frequently included natural habitats, the ocean, and lagoons more specifically. Residents of Carlsbad are aware and proud of the city’s tradition of conserving open space, and many are concerned that the remaining unprotected open space may be lost to future development. Community members expressed a desire for open space for its visual beauty (in keeping with maintenance of overall community character described above), for its ecological functions (clean air and water, habitats, animal movement corridors), as well as for the way it prevents more growth from coming to Carlsbad.

While most workshop participants wanted open space equal to or more in quantity than what there is today, numerous residents expressed a desire for open space that is more accessible and integrated throughout the community. Suggestions included provision of more trails and an interconnected open space network within walking distance, that is also connected to the ocean.

In addition to open space, several residents also expressed a desire to see the city’s agricultural heritage preserved, with the Flower Fields and the Strawberry Fields garnering multiple mentions.



Trails and active open space come up again under the themes Promote Outdoor Recreation and a Healthy, Active Lifestyle and Increase Mobility and Physical Connectivity, below.

### Promote Outdoor Recreation and a Healthy, Active Lifestyle

Another common theme identified at many workshop tables may be summarized as the desire to maintain a healthy, active community lifestyle supported by outdoor recreation opportunities. This theme is slightly different than open space protection and environmental conservation because it emphasizes the activities of residents and the uses of open space.

Workshop participants described Carlsbad as an active community with valuable recreation resources such as the beach and the proximate mountains, numerous parks and sports fields, and the popularity and support for outdoor special events. Participants emphasized the need for more parks, fields, and trails, located to maximize use and access—that is, near schools and neighborhoods that currently do not have easy access.

Community members also expressed interest in the promotion of activities for all ages (young children to seniors), and the design of future recreation spaces with all ages in mind. In addition to parks and trails, some examples of possible new recreation facilities included dog parks, athletic fields, a new skate park, teen centers, and tennis courts. Participants also emphasized the importance of the beach, not only as a key natural resource and element of Carlsbad community identity, but as an active outdoor recreational resource, and that protecting and enhancing the quality of and access to the beach should be a priority. Suggestions given to enhance the quality and use of beach included an outdoor amphitheater, gelato vendors, and a dog beach area.

Some community members expressed displeasure about the money and time spent in creating the municipal golf course, when there have been delays creating other recreation facilities such as the swim complex which could serve more of the population.

### Increase Mobility and Physical Connectivity

The broad theme of increased mobility and physical connectivity can be divided into two major objectives expressed by workshop participants: first, to better connect all areas of the city (beach, parks, schools,

*Participants emphasized that protecting and enhancing the quality of and access to the beach should be a priority.*





*Community members were particularly interested in sustainable energy in the form of renewable resources such as solar energy, and in sustainable water through conservation, recycling, and desalination.*

---



homes, shopping, workplaces, etc.), and second, to promote alternatives to automobile transportation (pedestrian, bicycle, and transit).

These objectives are closely linked. Participants described the disconnected neighborhood and street development pattern as a key reason why people do not walk and bike places. Traffic on major roads moves quickly, making bicyclists and pedestrians feel unsafe and out of place. There is sometimes little shade along these routes, and there are no easy ways out of individual neighborhoods other than by car.

Participants suggested that better pedestrian and bike connectivity was critical to reducing auto-dependency and increasing healthy activity levels. The City should provide better pedestrian and bike access everywhere—more bike lanes and off-road paths, more pedestrian and bike access between neighborhoods where there are currently no street connections, more and enhanced trails, and more connections between sidewalks, paths, and trails. The importance of safe and easy pedestrian connections was often mentioned in the context of getting children to schools and to parks. Community members expressed a desire to get children “out to nature,” but feel the community design lacks the components to make parents feel safe doing so.

Many participants emphasized the need to promote walkability through location of activities, design of neighborhoods, and pedestrian-friendly development. Participants also expressed the need for better public transportation alternatives to driving a car around the city. Residents described desirable public transit as efficient, environmentally-friendly, and accessible. Transit need was identified both within and between neighborhoods.

### Pursue Sustainability – “Go Green”

The concept of sustainability appeared many times during the workshops in answer to prompting discussion questions as well as in the formulation of common themes at each table. Sustainability was conveyed as a broad goal for the future of Carlsbad. While for many the focus was on environmental sustainability, for others, sustainability meant a “balanced approach to the future.”

Most participants focused on the environmental aspects of sustainability, or “going green.” Community members were particularly interested in sustainable energy in the form of renewable resources such as solar energy, and in sustainable water through conservation, recycling, and desalination. While discussion about the desalination plant was common, not all community members were in favor of that



particular approach to water sustainability, and those that had reservations preferred the City take a conservation-based approach before desalination. Environmental sustainability was also described in terms of support of local agriculture, farmer's markets, and eating local.

Those who saw sustainability in terms of balance sought to integrate social, environmental, and economic factors. Other desirable balances were described as living and working locally, and schools, housing, and economic opportunity. Community members also described sustainability as a balance of providing adequate facilities concurrent with population growth.

Still other participants framed the benefits of sustainability in terms of independence – energy and water independence and overall self-sufficiency. Participants identified the need for more education about sustainability, as well as cooperation between the City government and business community to attract and promote clean and green industries.

*Community members pointed out that the city needs an “economic engine” to support the facilities and amenities everyone desires.*

### Support Diverse Arts and Culture

It was clear from workshop conversations that Carlsbad community members value their local arts and cultural resources, such as the libraries, and programs such as ArtSplash and jazz in the park. Workshop participants described Carlsbad as a sophisticated arts community that could benefit from more arts and cultural facilities, events, activities, and resources. Workshop participants specifically identified needs for a greater variety of arts activities and events throughout the year and across the city, more visible promotion of arts and culture and a multi-purpose community venue with indoor and outdoor performance and activity space.

### Sustain the Economy, Business, and Jobs

The economic and business vitality of Carlsbad was important to workshop participants and also appeared in numerous lists of common themes. Community members pointed out that the city needs an “economic engine” to support the facilities and amenities everyone desires. Several participants wanted to promote tourism and job growth to shore up the City's fiscal position. Participants suggested that more could be done to create local jobs (particularly in high-tech, clean, and green industries), to integrate clusters of goods and services, to encourage and support family-owned (“mom and pop”) stores, to make commercial space more affordable, to redevelop the mall, and to balance businesses that provide tourism services with businesses that serve the needs of residents. Some residents appreciated the relative lack of big box stores but expressed dissatisfaction with Plaza Camino Real and the general level of business vitality in the Village.





*Participants also felt that their city was a leader in the region and should remain, or strive to be, a good neighbor to nearby cities.*

---

### Revitalize the Village

Closely related to comments about business, economy, and jobs in Carlsbad, were comments related specifically to the character and revitalization of the Village. On the one hand, workshop participants expressed their appreciation for the charm of the Village, its quaintness, and its traditional feel. On the other hand, participants also emphasized that the Village's potential to serve as a local and tourist draw remains unrealized, and it needs a strategic plan for revitalization to make it more vibrant, useful, and attractive. Suggestions for revitalization included hosting more cultural and arts activities, keeping stores open later, and allowing more housing near the shops. Participants envisioned a balance between new, attractive shops and restaurants and the small-town village feel that already exists.

## 3.2 Secondary Themes

The following themes were less pervasive, but still appeared frequently.

### Value Schools and Education

Some workshop participants took the opportunity to express satisfaction with the quality of the primary and secondary school system in the city. They emphasized that the City/school district should continue to focus energy on the education system and the needs of youth. Some residents expressed a desire for more high schools to serve Carlsbad.

### Managed Growth

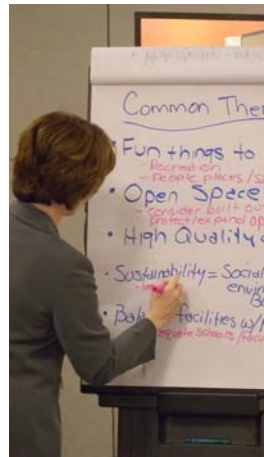
Some residents expressed desire for controlled and managed population growth and development. Some participants warned the City not to “over build” while others wanted no more development at all. Some envisioned higher density development downtown, or a hierarchy of densities, while others emphasized the need for lower density development overall.

### Leadership and Good Government

Almost as common as comments on density and growth were comments on City leadership and good government. Some participants at each workshop made a place in their common themes to emphasize efficient, responsive, fiscally responsible, and transparent government. Participants requested that officials continue to listen to residents and keep the City fiscally healthy and stable. Participants also felt that their city was a leader in the region and should remain, or strive to be, a good neighbor to nearby cities.







## 4 APPENDIX A: WORKSHOPS TABLE NOTES

### CITY OF CARLSBAD SAFETY CENTER – MARCH 23, 2009

**TABLE 1**

Question 1: *When you brag to your friends that live somewhere else, what do you tell them makes Carlsbad such a wonderful place to live?*

The Village  
Trails  
Small town feel  
Old city streets  
Airport  
Resident involvement – City asks for resident involvement  
Library – outstanding  
People – higher caliber  
Young families  
Schools  
40% open space

Climate  
Beach  
Opportunities to involve community  
S. D. County has a great variety of birds  
Peaceful  
Huge variety of flora & fauna  
Village Arts Theater  
Coaster Stations  
Art museum at Dove  
Lego Land  
Aquaculture  
Best strawberries in the world!  
Hubbs fish hatchery  
Recreation programs  
Tennis Courts  
Flower Fields  
Plant nurseries  
Golf courses  
Carrillo Ranch  
3 – lagoons

Marathon/Triathlon  
Farmers Market  
Street fairs  
Art Splash  
Boating  
Jazz in the Park  
Brewery  
Restaurants  
Industrial area  
Fine arts  
Movies/Entertainment  
Antiques  
Recycled water  
Future Desal plant  
Forum shopping center  
Condition of roads  
Wide variety of housing types  
El Salto waterfall  
Marron Adobe  
No freestanding big box  
No Wal-Mart

Question 2: *You leave tomorrow on an extended trip away from Carlsbad, and you return for the first time five years from now. What are you most excited to see and do when you return?*

Sunshine, beach & ocean waves  
Facilities, showers, lifeguards  
Climate  
Walk to coffee shops & restaurants w/in village, residences are close to services  
Walk & bike around town without being on a road  
Possible to bike to work  
Redevelop village  
Improved utilization of airport  
Metro link straight to S.D. airport  
It always looks neat and clean  
Coastal rail trail  
Hope for movies back in the village  
Plays/theater in the village  
More dog parks/beach dog parks  
More restaurants  
Ocean view restaurant(s)  
More acquisition of open space  
Carlsbad HS improvements  
Open up areas for naming rights (revenue generator)  
Poseidon up and running  
Plans to take down power plant  
Continued financial stability

Question 3: *It's the year 2025, and although it hasn't been easy, by working together the residents of Carlsbad have accomplished something that no other city in the region has, namely ... (fill in the blank).*

Controlling growth  
Keeping open spaces  
Network of bike paths (that are not on major roads)  
Easy for people to move around town without a car  
Clean drinking water out of the tap  
We will have decided where to put the power plant and what kind of power to have  
Community, sustainability – keep sense of village & community  
BV Creek – unique resource of El Salto Falls was built into a unique area with trails, lagoon, creek, permanent natural open space, community gardens  
Residents connect with government to create communities  
Carlsbad is recognized for supporting the arts/promoting/dev.  
Carlsbad Oaks north has become a model sustainable community (residential, commercial) (a town within a town)  
A continued "Positive Attitude"  
Lots of activities for kids  
Opportunities for a great education  
Expose kids to all of the wonderful things we have in Carlsbad  
HS an ideal community for kids  
Clean tech epicenter

Renewable energy capitol of the world  
Wi-Fi covers the entire city  
All Carlsbad is in one school district

### Common Themes

Open space/environment  
Access to open space (trails/ biking)  
Sustainability (economic, environmental, social)  
Arts  
Community spirit  
Livability, walkability, services, improve being a place that we enjoy  
Family community  
Desal Plant  
Plans to take down power plant or move it  
Agriculture, viable community gardens  
Transportation – airport, walk, bike, car alternatives  
Street fairs, Jazz in park, Art Splash, recreation programs

### TABLE 2

#### Question 1

Quiet  
Great schools  
It's green  
Great character  
Open space  
Low key  
Sunsets  
Good zoning practice

Proximity to other desirable places (mountains, zoon, downtown S.D.)

Financial stability

Citizens' Academy

Downtown parking availability

Not congested, beach town environment

Access to beach

Pleasant road network

Easy to get around

### Question 2

See the ocean again/proximity to beach

Hit trails – are they still being used?

Connected trail system – a clean system that's obvious

Village area small town feel maintained

- low rise development, available parking

Restored by lagoon

Arts center established

See how "Imagine Carlsbad" is doing

Civic center, with community uses incorporated, now – the library serves that purpose

Strawberry fields still here!

Downtown with more liberal entertainment

- longer business hours  
- the place closes up at 10 – too early!

Natural areas preserved & cleaned up

More emphasis on arts – gallery in the village, public art (need maps for this), art festivals

Special events – street fair, 5k runs, Jazz in the park

### Question 3

#1 community in U.S. <160,000 people (we've accomplished all said tonight) – beaches, tourism, open space, businesses

Intra-transit system

No power plant

Reasonable land use controls

Maintenance of housing stock encouraged

No big box retailers!

Flowers & open space

The City needs to stick to its plan (that encourages things expressed tonight/encouraged herein)

A city that is financially sound, solid tax base

Wise consideration of important uses

- smart to eliminate power plant?

- need uses like desal plant

If power plant is here, it should be pleasing to the eye

Center of city isn't necessarily best place for city hall

- consider downtown

Downtown residential uses should be on the fringe

### Common Themes

Multi-purpose community venue (indoor & outdoor)

Strawberry fields stay as "Ag."

Interconnected trail system (need to be well publicized)

Biking trails

Financial stability of city

Responsible elected officials

Transparency of city officials

Like Citizens' Academy

Beach access/beach park for dogs

### TABLE 3

#### Question 1

Weather

Central location

- close to S.D., Orange Co.

Small town qual. – close to big city

Hospital

Next to ocean

Strong community involvement/energy

Love village

Golf courses

Open spaces

Street fair

Art oriented – close/access to LA artists

A lot of hotel options – places for guests to stay

Good resident participation (like Citizens' Academy)

Classy city

Keep people informed

Ponto – favorite locations: libraries/galleries/auditorium

Clean facilities

- Hosp Grove

- Poinsettia Station

- Boardwalk

- Trail along lagoon – Agua Hedionda/Batiquitos

- Flower Fields

- Work place – Loker

## Question 2

See downtown area

See more variety in village

Village is destination point

- theater

CB – stays same with its open space

Ponto area improved/developed

More trails/able to walk community without cars going by

Preserve/restore Buena Vista Creek valley

- children education about BV creek history

- preserve for generation to come

Stuck to growth management plan

- balance open space & development

Cultural institution signage

Cultural institution & businesses work with schools

Create one arts momentum

- all arts groups come together

Engage kids in arts/culture/civic engaged/nature

Curious to see how I-5 widening affects city

See if they refurbish the mall

See infill development instead of sprawl into open space

## Question 3

Sustainable trails system

- connect mountains to ocean

- fits into environment

- will withstand wear

Richer arts/culture

- host National Arts Festival

- CB is an arts destination

- forward thinking/experimental in arts

- expose kids to arts

- outdoor sculpture garden

City is model of sustainability

City is leader in sustainability

City is not just identified with village

In TOP 10 places for well being

- health of community is wealth of community

- most certified homes by NWF

People can get around Carlsbad in public transportation easily

Most "green" certified businesses

## Common Themes

Healthy community = wealthy community

- healthy environment

- active community

- outdoor recreation/arts/culture

- sustainable

- connect with outdoors

- open space provided for environmental space

- sophisticated arts community

- greater variety of arts activities

Great weather

Eclectic community – old/new/ different interests & styles – com together

Can go to mountains hiking & go to beach 5 min. later

Need to bring all elements of community & neighboring community together

- cultural connected

Carlsbad can lead way

- environment/culture

Good community participation

Residents care about environment/arts/culture

## TABLE 4

### Question 1

People

Natural resources

High-standard living

Open space

Lagoons

Potential of the city

Recreation opportunities

Trails

Schools

Village

Stability of city government

Tax base/business

Airport

Train station

Mall

Beach

Functionality of government

- how efficient

Opportunities for being known

- beach wall

- unique beach town

- beautiful views

Special events

Street fairs

Jazz

Triathlon

Marathon

Golf

World-class resorts

Well run community

Great business base for  
companies – variety

Flower fields

LegoLand

GIA

Golf courses

Tourism

### Question 2

Beach maintenance – pristine  
lagoons/beach

Barrio – stay the same

Shuttle to village

Village parking improvements

Manageable open space

Sustainable community

- water

- energy

- land resources

- solar panels

Dog Parks (more)

Dogs on beach

Beach run by the city

City maintains character of the  
past while moving toward the  
future

Cont. growth of arts

- arts facility

Walkable community

More trails

Homes with natural habitat  
certification

More sustainable practices for  
landscape

### Question 3

Village: Community center, eco-  
logical preserve, aquarium

Desal

Power plant

Wage/cost of living favorable

Destination/vacation city but still  
small town feel

Not congested with cars

No school overcrowding

More gathering places

Village

- Sustainable, model city

- pedestrian

No cars downtown

No downtown metered parking

No more tourists

Diversify tax base

Native plants/water wise

Functional public transportation

Alternative energy

Trails

Open Space

Zoning for less crowding

Self sufficient

- water

- energy

- food

- jobs

- housing

Don't make airport larger

No new power plant

- look for alternatives

Keep the strawberries

Greywater

Native plants

Bushes/trees in front of industrial  
buildings

Storm water – plants instead of  
gutter

### Common Themes

Open spaces

- No building

Natural habitat

- animal corridors

Arts: public arts

Gathering places

Village

Strong economy & business

Mall redevelopment

Environment

Transportation

Airport

- safety

- noise (less)

Lifestyle

- healthy

Resources

- alternative energy

- incentives

Water

### TABLE 5

#### Question 1

Open space, clean beautiful  
scenery

Love the village. Reminds of  
Coronado & Carmel

Weather/climate



Close knit community. Eclectic.  
Different styles around the  
community

So much here. Something for  
everyone. Share with other  
people.

Natural beauty. Good people  
(involved in organizations –  
schools, sports, etc.)

Friendly people. Can do spirit.  
Solve problems as a team.

Very wealthy city

Beaches

Only one gang. (compared to a  
larger problem in other cities)

Beautiful open space. Last of our  
coastal open space. Wildflow-  
ers. Wildlife

Small coastal community

Amenities (Gemological Institute,  
music (NAMM), Flower Fields)

Quality of life. Keep the same

Excellent group of residents  
running the city

Concerned about keeping our  
open space

Feel the city has reached buildout  
already

LegoLand

---

## Question 2

---

Beaches – “sand on them”

Sustainable trail systems

The “use” of open space – biking,  
hiking, horse riding

City acquire Buena Vista Valley

Hike to beach

Non-traditional transit system  
to move shoppers between  
shopping centers

Carlsbad Oaks North – smart  
growth (mixed use including

residential) “model sustainable  
community”

3 lane El Camino Real

Emphasize tourism in beach area

More restaurants

More cooperation with adjacent  
cities for roads – i.e., Cannon  
Road

Schools, parks are very important  
to sustain

Slow measured progress

Expand TGIF “Jazz in Park”

New Village Arts stay in village

Vibrant downtown

Get rid of “Quadrant” name

New theater in village

Sculpture throughout village &  
town

Poseidon plant – expanding (50  
mil gals/day+)

Revitalize Car Country

Rehabilitate industrial park

Improve airport safety & noise

Don’t expand across ECR

---

## Question 3

---

Maintain existing open space  
areas

Look at zoned/developed areas  
for further development in  
order to maintain open space

More participation from school  
age residents. More engage-  
ment with student body  
(elementary, middle, high  
school)

Love Leucadia Blvd. In Encinitas.  
Landscape along main roads  
should be of that award  
winning design/quality

Quail Botanical Gardens. Carlsbad  
should have such an attraction

Suitable location for a civic center  
– bring together entertain-  
ment/arts, etc.

Charter school to attract students  
(music, performing arts, tech  
training, etc.)

Sustainable water use.  
Desalinization

Green practices. Public  
transportation

Level of crime remains similar  
(low)

Not a lot of smoke stacks

Carlsbad known for a nationwide  
festival

City known for arts (museums  
where you can draw, paint,  
sculpt)

Definitive heart – civic center/  
cultural center that everyone  
identifies with – Amphitheater

Strong network of non-motor-  
ized transportation

Residents comfortable allowing  
children to use that network

Bike bath extended from village  
to San Diego

Open Space maintained

Bus service/train maintained

No giant smoke stacks at the  
beach

Economic sustainability

Good jobs in North County. Well  
paying

Nice shopping opportunities in  
the village

Council elections – cast ballots by  
listing your choice in rank order  
(ex: 1st, 2nd, 3rd, choice.)

Power lines buried (high tension  
power lines)

Common Themes	
Keep open space	Innovation
Trails – non-motorized circulation network	Ocean & proximity to mountains & open space
Arts component (entertainment space)	Bikes
Education	Horses
Destination place	Trails
Heart of the city <ul style="list-style-type: none"><li>- something to be proud of</li><li>- civic center</li><li>- strong cultural component</li><li>- geographically centered</li></ul>	Sand replenishment
Keep the city unique <ul style="list-style-type: none"><li>- city has unique physical characteristics</li></ul>	Hwy 101
Need public places	Active open space
Sustainability – school capacity, housing, economic	Home office
Non-alcoholic social opportunities	Growth management
Keep families together	Ocean
<b>TABLE 6</b>	<b>Question 2</b>
<b>Question 1</b>	Vibrant business/economy
Ocean	Trails (3x)
Barrio	Open spaces
Migration towards coast	Flower Fields
Habitat (Mtns – coast)	Friends
Four seasons	Bike Trails (functional to remove cars from road)(2x)
Great place to grow up	Ficus trees on Grand – added café’s/ped areas
Jobs	Village potential
Great schools	Traffic – calmed village
Village by the beach	Prop D lands – civic/cultural center, more public space, arts & cultural emphasis
Aviation	Relocated power plant
Self-sufficiency	Sunsets
Water/desal	More active open space – alternative: more village revitalization
	Community garden/cultivation
	More middle class
	More village/revitalization downtown
	Clear answer to the question: Where is the heart of Carlsbad?

Ans. Now is rooted in Quadrant system  More variety in shopping center/mall (Westfield)  More high-end shopping in Carlsbad
<b>Question 3</b>
Village redevelopment  More setbacks in village  More carriers @ airport  Connection to village (4x)  Creative reuse of smoke stack  Village parking  Pier @ end of PAR/Ponto extension  Ponto boardwalk to Encinitas  Tram/transportation  Village – mixed use. Urban, not ultra urban, restaurants, B&B, hotels  Disappearance of quadrant segregation (3x)  Village – aesthetic/architectural articulation & relief  Village – work, shop, good sidewalks  Drink from tap  Ponto development and connection to village  Live, work, play in village  Village – 2 stories/3 max.  More rapid village redevelopment  Communication among quadrants  Mall redevelopment to match the area

Common Themes
Village as a center
Open space
Mall – security, façade, outdoor areas
Trails
Beach
Quadrants (negative context, identity)
- named by quadrants not communities
Disconnected transportation modes – trails, bike, bus
Schools/education
Weather
Airport
Legoland
Economy
Desal

**TABLE 7**

Question 1
Small, wonderful city
Unique city
Fiscal well being is important
Diverse economy – mall, village, Car Country, La Costa Resort
Feel safe
Dog lovers love Carlsbad
The ocean is great – nice to be near the ocean, the breeze is nice
Weather is great
We have a great, convenient airport
Feels like a small town – small town feel
Walking trails make you feel like you are in the country

Beach has areas for families
Lagoons are great to walk around
People willing to volunteer their time
Residents appreciate art
The city is growing up well
Attitude is can we do things better?
Re-evaluate often where we are as a city
A community where you can live and breathe – not just retire
City encourages involvement

Question 2
Would not have grown
Lots of open space
Smaller town
Trails are interconnected
Carlsbad Village Dr. dog park still there
Dogs are allowed on beach
Just a few lights from homes illuminate the lagoons – not too much development
Find a solution that does not destroy lagoon views. Find energy solution to NRG
City is as green if not greener
More green around the highways
Pretty intersections at I-5 and city streets
Area for performing arts spread out throughout Carlsbad
More open space owned and maintained by the city
If McClellan Palomar Airport got bigger would airlines serve the public? (more airlines)

Question 3
Open space, a canyon developed hasn't found
Community center – where friends and neighbors are recognized
Arts, fountains, places to get, entertainment
Lots of stores all in one area
Place with people – no restrictive rules like a mall – does not close at 10 p.m.
Walkability
Serves the family – allow hot dog carts
Centers for art – place to see the San Diego Symphony
More transit
More shuttles
More public transportation
More street lights to illuminate sidewalks, etc.
Amphitheater
State Street and Grand Avenue elevated for pedestrians – more vendors
Shopping, things to do in the village
Village is a pedestrian area
4-plex theater downtown
Bicycle friendly – more bike trails
More pedestrian orientation/friendly
Provide stores downtown that residents want
Reason to go downtown
Theater downtown – walkability
Need a vision of what replaces auto body shops, trailer parks downtown

Be able to walk to downtown settings

Save open space by infill

### Common Themes

Higher density downtown

Open space

Walkability

More bike lanes/facilities

More trails

More people gathering areas

More cultural linkage

Gathering places

The right activities at gathering places

Village is a cultural arts center

Lots of activities downtown

Linkage of cultural activities

No more buildout

## TRI-CITY WELLNESS CENTER – MARCH 25, 2009

### TABLE 1

#### Question 1

Weather

Casual atmosphere

Family feeling

Beach environment

Recreation, Legoland

Libraries - wonderful

School system

Diverse housing planning

Beautiful well organized city

Coastal roadway

High paying jobs

Free beaches

Availability of stores, gyms

“Everything is here” in Carlsbad

Library concerts

Central location

Coaster/train station

Wish for Amtrak stop in town

Health – as an important component of lifestyle

Great business park

3 Lagoons – blessed

It’s Lala Land – as far as I can see

City – very customer service friendly organization

Fire, Police Depts – great – “feel safe”

This is paradise (former Redlands resident)

Very safe

Schools are phenomenal

#### Question 2

Beaches not crowded. Parking if you don’t mind walking

Accessibility to the beach

Beaches and agriculture

Open space

Alga Norte Park built

Poinsettia Park facilities completed. Community center built

Amenities in existence

Desal plant up and running

Power plant gone. Park in its place

More trails to be multi-use (hiking, mtn. Biking, horses where possible)

More eyes and ears on the trails to improve trail safety

Build sustainable trails and encourage use. Results in net habitat gain

Improves home values

New high school built

More family activities

- sports, YMCA

Same as today

- downtown remain quaint

- Flower Fields preserved

- No more hotels

- Batiquitos Lagoon is fabulous

Separate trails for bicyclists

#### Question 3

Balanced budget

Desalinization

More businesses (companies) associated with green technology

Economic center for N. County

Maintain small town character

Trails completed

Open amphitheater

Preserve Flower Fields

Bring back Twin Inn’s chicken

Increase density downtown to encourage the feasibility of mass transportation

Mixed use

#### Common Themes

Sustainability – environment, economy, social responsibility

Small community. Retain the master plan

Economic base that supports needed services/facilities

Get rid of the power lines (place underground)  
 Alternative types of transportation (reach by walking, public transportation)  
 Less reliance on the automobile  
 Improved public transportation (frequency of service, number of routes)  
 Parks (more facilities in areas of greatest use)  
 Beaches protected  
 Coastal Rail Trail completed  
 Keep the flower field and strawberry field  
 Keep Carlsbad balanced

**TABLE 2**

### Question 1

Beautiful weather  
 Library 7 days a week  
 People/friendly  
 Peace & quiet  
 Beaches  
 Balanced community  
 Clean city  
 Enthusiasm & pride of residents  
 Good government  
 - seems to run well  
 - economically sound  
 Water drought  
 - doing something  
 - desal  
 Good to have this envisioning process  
 Opportunity be heard  
 Schools have good reputation  
 - compared to neighbors

Little/no visible gangs & homeless  
 Good public safety  
 - low drug problem  
 Feel safe  
 Opportunity for good skilled jobs  
 - high tech  
 Shame most who work here don't live here ~ 62%  
 - Expensive – a negative  
 Good clean tourism business  
 Legoland – only a small traffic impact  
 Golf  
 Not a lot of fast food  
 Good wide arterial streets  
 Police & Fire are professional  
 - have increase in burglaries but no feedback on outcome

### Question 2

Go to beach  
 No further development  
 Maintain current areas for mountain biking  
 Maintain current open space  
 See how museum of music & others have grown  
 Status – improvements on city bld/parks, Farmers civic center  
 Lake Calavera – trails still there & undeveloped  
 - connect to trails in other cities  
 Regional trail system  
 Community gardens  
 Alga Norte swim complex  
 Emphasis on natural resources  
 - Flower Fields  
 Strawberry fields

City's financial condition in 5 years  
 Citizens' Academy Alumni Assoc.  
 Open air amphitheater  
 Civic/open/gathering spaces  
 Desal plant be in existence  
 Move power plant  
 - some other open space  
 Ponto area developed  
 Generate green/natural energy  
 City common to renewable energy  
 Energy sustainability  
 Be smart about costs

### Question 3

One high school only for the city  
 Preserve  
 - Flower Fields  
 - beaches  
 - open space  
 Outdoor active community  
 - bike, walk  
 Walkable community  
 Engulfing green  
 Energy green  
 Sustainable community  
 Desal  
 Buddy still mayor  
 Maintain all areas  
 - community service if homeowner's can't maintain  
 Multiple generations  
 Children can afford to live where raised  
 Self sustainability  
 - Desal  
 - regionally driven/host

- trash
- airport
- sewage
- limit future regional projects within city
- Regional trail/open space system
- Make money at the golf course
- Underground power lines
- Clean/ADA/restrooms on sea wall
- Hybrid landscapes along trail system
- Marked native plants on trails
- Sand on beaches
  - expand beach line
  - no rocks
- More lagoon dredging
- Lagoon preservation
- Fluoride out of water
- Power plant inland

### Common Themes

Clean water

Sustainability

- parks, trails, green

Manage exploitation of our environment

Volunteering (helping hand)

Community involvement

Not transient

- challenge to keep kids in Carlsbad
- Something for everyone

Continues to be beacon on the hill

### TABLE 3

#### Question 1

Well managed

Solvent

People know it – good reputation

“On the map”

Models for other cities

Master planned/balance

Climate

Opportunities for recreation

Village – Farmer’s Market

Lots of opportunities

Really cognizant of our growth

Now recognized nationally

Carlsbad w “K” Karlsbad

A pretty good commitment for public transportation

Community involvement

- lots of participation

Libraries

Trail building event

Volunteerism

Go to beach in am & see dolphins

New golf course

#### Question 2

Walking on beach

See the ocean

Sea wall

Everything looks the same

Tax base that supports the quality of life we have today

Good/strong economic clusters

“Green clusters”

Diversity of economic base has not changed

Encouraging core technology base

No more houses/concrete

No parking structures at beach

Maintain what we have today

Flower Fields – keep/expand

Carlsbad arts

TGIF Concerts

Essential service maintained

Crime rates low

Village as is

Power plant gone

Sustainable development

Sand on the beach

Tourism industry continues to bring in visitors at current levels

Special events continue (ex. Carlsbad 5K, Triathlon)

Active lifestyle – outdoor

Free parking everywhere – including Tamarack beach

Cannon extension not built

#### Question 3

Maintained access to the beaches and still free to park

Problem w/sand disappearing has been solved

Sustainable city

- power – water – no more building

Improved public transportation

Open space remains – expansion good too – walking, hiking, horseback riding, biking

Bike trails/master plan complete

Go places and not compete with cars

Localized shopping – walk to shopping, (ex. Bressi Ranch)

Carless city/pedestrian city  
 - people drive 200 miles/year  
 More people live & work in Carlsbad  
 - live work development  
 More affordable dwelling units  
 Complete community center at Poinsettia  
 Build Alga Norte  
 Complete public parks in all quadrants  
 New city hall – civic center “one stop” for all city services

#### Common Themes

Neighborhood feel – walking to what services you need  
 Open space  
 Recreation  
 Small town feel  
 Green/renewable energy  
 Beaches – healthy  
 “Community”  
 Mass transit – transportation alternatives  
 Maintain quality of services  
 Safe community  
 Sustainable community

#### TABLE 4

##### Question 1

Ocean  
 Character of the village  
 Less crime  
 Near Batiquitos Lagoon  
 Weather  
 All things there are to do (i.e., cultural – Jazz in Park)

Desal plant  
 Legoland  
 Proximity to San Diego  
 Coaster  
 Senior Center  
 Good food  
 Flower Fields  
 Fresh markets  
 Strawberries  
 People in government – City of Carlsbad  
 Great library/learning center  
 Great Mayor!  
 Parks & recreation  
 Boardwalk – Sea wall (note: need to pick up after animals)  
 Friendly feeling  
 Getting 2nd high school (future enhancement)  
 Good educational programs – schools  
 Financial stability of city  
 Resident’s Academy  
 Non-smoking beach & no booze  
 Great Fire & Police

##### Question 2

Beach & sun  
 No growth in city  
 Rolling hills & open spaces  
 Clean air  
 Planned development  
 Desal plant built  
 Less traffic El Camino Real between Tamarack & 78  
 Solve 3 problems:  
 - energy  
 - global warming

- immigration  
 Lower crime rate  
 “Real” dog beach  
 - permitted  
 Performing arts center  
 Rebuild/reinforce beach cliffs  
 - prevention efforts for erosion started  
 - continued access & property protection  
 Continuation of good representative government  
 More parks/land reserves  
 Keep investing in road widening/I-5 to accommodate traffic  
 Adequate & appropriate school/facilities/junior college in Carlsbad

##### Question 3

Connected system of open space  
 Hiking, biking, horses  
 Conservationists – recreation – education  
 Education outdoors  
 Appreciation/protection of environment  
 Value/preservation of property  
 Pride of living here  
 No dilapidated bldgs  
 Sustainable balance = social – open space – economic  
 Encourage core business clusters – maintain balance  
 Good core of powerful businesses  
 - Palomar Airport  
 Extend runway – improve airport service



Quality of life – highest Q.O.L. around

Farmer's Market

Small town feel with big city amenities

Pedestrian-oriented village/ complete revitalization

Fix/improve what we already have

Concentrate housing in already developed areas

Need for high-tech workers for high-tech businesses

### Common Themes

Fun things to do

- beach
- places for bikes, horses, walkers, etc.
- Recreation
- People places/social activities
- connected trails

Open space

- consider built out & protect/ expand open space

High quality of life

Sustainability = social/economic/ environment balance

- need economic engine to provide what we want/need

Balance facilities with population

- adequate schools/focus on kids

## TABLE 5

### Question 1

Weather

Downtown

Beaches

Beautiful medians

Community

Clean streets

What Newport was before it got "too much"

Parks

Infrastructure

Vegetables

Open space

Strawberries

Lagoons

Birds

Normal access to open space

People are 'from' here – not transient

People don't leave

Variety of restaurants & entertainment

Attracts/promotes outdoor activity

People run

Carlsbad 5000

Walking/sea wall

Variety of businesses

Corporate offices

Diversified

Revenue

Services

Work near home

Museum of Making Music

Jazz in the Park

Libraries

Police force

### Question 2

Beach/coastline

See an actual beach – wide, nice sand

Walking on the strand

Power plant in different place

Free beach parking

Fluoride out of water

Nice restaurants

Mom & Pop restaurants

Natural foods market

Downtown village

Open space – wild and pocket parks

Friday concerts

Sunday concerts @ Neiman's

Jazz in the Park

Flower Fields

Library – still open 7 days

Trail system – more

Not over crowded

Airport of our own

Power lines gone

Use of alternative energy

### Question 3

La Sala de la Ciudad Piazza/city square

Downtown is still low-rise

Finest school system, libraries in state

Parks & recreation

Move kids programs on weekends

Same beach, open coast

Infrastructure still maintained

No decrease in quality of life – keep open space, etc.



Keep small storefronts – ‘real deal’

Don’t become like Newport Beach, Orange County

Great public transportation – less cars

Still small town character

Held to today’s master plan

---

### Common Themes

Sense of community/volunteerism

Caring people

Keep “small town” feel

Trolley/transportation

Open space/trails

Active lifestyles

Solvent (financially) sustainability

Art Splash

Keep the good things we have

Avoid uncontrolled growth

Tourism

Library is great

## TABLE 6

---

### Question 1

Safe – can walk late at night

Beaches

Good schools

Economic base

Outdoor recreation

- mountain bike

- beach

- family activities

Beach community

Easy to walk beach

Small town

History

Weather

Walk on beach

Trails

Pedestrian feel

Village

Open space

Great job center

---

### Question 2

Would die if I had to leave Carlsbad

Ocean

Cool people

Good dynamic people

Smoke stack gone

Full service airport

Uniqueness retained

Quaintness/small town

Community involvement didn’t change

Village

The people

Desal up & running

Job base

Fresca

Gregorios

Vigilucci’s

Garcia’s

Trains can roll though city without blowing whistle

- more stops/stations

Coaster runs later

Bring outside dollars in – tourists

Beach

Feels like home

Revitalized village

THE PEOPLE

---

### Question 3

Desal plant

Farming

Farmers Market

Eat local

Preserve open space, waterways, lagoons

Smart growth

Maintain quaint town

Manage growth

Keep small town feel

Improve transportation to handle growth

Connected/continuous trail system

Lead & help by example

No power plant

Green energy

Community/cultural center

- theater/arts – place for community to connect

Continue to do what we do well

Build community

Carlsbad leader in region

Good neighbor – share what we do well

Balance growth

Green/alternative energy

- wind/solar

Lagoons still large & sparkly

---

### Common Themes

Desal plant

Maintain beauty of community

Pride in community

Small town feel

Community gathering places/ activities

Keep Buena Vista Lagoon fresh water  
 Carlsbad – healthy community – lifestyle – active  
 Carlsbad is leader & good neighbor  
 Village – enhance/revitalize with comprehensive plan  
 - “Carmel South”  
 - store open later  
 - keep “village” feel  
 Safety  
 Culture/arts  
 Recreation – trails  
 Beaches

### TABLE 7 (NEW TABLE)

No responses to Question 1

#### Question 2

Ocean/boogey board with grandkids  
 Walk on beach with kids  
 No tar on beach (from oil)  
 Fresh water, dredged Buena Vista Lagoon  
 Beach better than now  
 Downtown revitalized/ped mall – no cars  
 No second power plant  
 The most beautiful beach spot  
 - no “back room” deals with dev.  
 - City Council that will listen  
 Busy golf course, can’t get a tee time  
 - tournaments all the time.  
 Making money

Still charming pedestrian friendly – can walk around – people out on streets  
 Open spaces, not power plants, big box  
 Not too many regs (i.e., can’t walk dogs on beach)  
 Clean sidewalks  
 - considerate pet owners  
 No smoking in pub areas  
 New high school built  
 - don’t need to go to San Marcos school district  
 No strip malls/or “Forum” like mall (is better)  
 Desal plant built  
 Ag land preserved/local food  
 - farmers market increase support ag  
 Hiking trails  
 Larger parcels – 1-2 acre, like RSF  
 Balance quality of life with economic development  
 More community dialog

#### Question 3

Preservation of open space  
 - continued planning  
 Performing arts center  
 Continued professionalism & public input/engagement with City Council & staff  
 Managed resources (esp. water) well  
 Maintaining & continuing what we have today  
 - finance mgt.  
 - desal  
 Small Town feel  
 Clean beaches

Public safety/lack of meth/drug problems. Law & order  
 - high prof level  
 Expanded rapid transit  
 Air quality traffic have been well managed  
 No noise pollution problem (freeway, etc.)  
 Connection between health & the built environment  
 - health should drive land use decisions  
 Fewer cars on the road  
 - more energy efficient cars

#### Common Themes

Keep Carlsbad small  
 Cultural arts  
 Community atmosphere  
 Water supply  
 Quality of Life  
 Open spaces  
 - trails, lagoons  
 Maintain beach community  
 - importance of beach  
 - access  
 Pedestrian friendly  
 Clean air

### AVIARA OAKS ELEMENTARY SCHOOL – APRIL 15, 2009

#### TABLE 1

##### Question 1

Recreation opportunities  
 Open space – “publicly accessible”  
 Financially sound community

Well planned community  
 Good long range plan  
 Low crime rate  
 Community – very responsible to people – voice  
 Good traffic planning  
 Slower pace of life  
 Village & small town feeling  
 Beach walkway  
 Open beaches  
 Sunny, blue skies  
 Well maintained lagoons  
 Professional police department  
 Well landscaped community  
 Citizens' Academy  
 Open space  
 Hiking trails  
 Bicycle friendly  
 Good zoning plan  
 Good schools  
 Relatively stable housing prices  
 Street fair, art show

### Question 2

Beaches  
 Climate  
 That things haven't changed much  
 All building completed or stopped  
 Flower Fields  
 Fewer power lines  
 Fewer cars  
 More public transit  
 Mixed uses  
 Retain existing open space  
 Trails will be expanded

More south Carlsbad representation in government  
 Rejuvenate Plaza Camino Real Mall  
 Relocated power plant  
 Enhance downtown

### Question 3

Energy independence  
 Water independence  
 Great network of open space, hiking trails  
 No big hotels on the beach  
 Award winning schools  
 Improved public transit  
 Expanded senior services  
 Mixed use senior village  
 Teen center  
 Broad range of housing opportunities for all incomes  
 Arts programs  
 A green energy city  
 Sustainable city  
 Pedestrian streets  
 More recreation facilities  
 "Carlsbad Citizens' Academy"  
 Financial stability  
 Strong diversified industry  
 Flower Fields  
 Small town village character  
 Double decker parking at train stations

### Common Themes

Natural resources – ocean, lagoons, parks, Calavera Lake, open space  
 Strawberry fields

Flower Fields  
 Recreation opportunities – athletic facilities  
 Little village  
 Walkable streets  
 Trails  
 Concerts in the park  
 Sustainability – solar panels, recycled water  
 Youth center  
 Excellent schools  
 Senior village (mixed use)  
 Mass transit  
 Bicycles

### TABLE 2

#### Question 1

We live in a vacation spot  
 Weather  
 Nice places to shop  
 Good school districts  
 One person doesn't brag and there is a lot of room for improvement (open space & trails)  
 Jazz in the park  
 Quaint village  
 Community spirit  
 Clean and safe  
 Good police department  
 Excellent libraries  
 Excellent teacher  
 Traffic flows well compared to other areas  
 Good air quality  
 Hosp Grove  
 Beach/waves  
 Legoland

Good location with easy accessibility to San Diego & Orange County

Flower Fields/strawberry fields

Community support for performing arts

Recreation department

Lagoons

Likes previous "Bars" area

Friendly towards faith-based groups

Senior center with learning opportunities

Airport

Close to Mira Costa/Palomar/San Marcos

Calavera open space

Live music in many locations

Carlsbad marathon

### Question 2

The city has moved toward more sustainability

Village area has been improved

Improved use of natural open space for mountain bikes, trails

Cooperative effort from volunteers to help maintain open space, trails

Carlsbad becomes the center of eco-tourism in San Diego County

Restoration of Batiquitos Lagoon is completed

Fresh faces on the City Council

More public gathering spaces

Cultural center – theater, public art & gardens, galleries, murals

Private industry/public education partnerships

### Question 3

Desalinization

Maintaining open spaces

Quality of life is admired by everyone "Green and Clean"

Still maintains a "small community" feel

Better schools

More resident influence and less business influence. (i.e., Chamber of Commerce)

Improved public transportation

Improved restroom facilities for larger events, public gatherings

Better traffic flow due to sequenced lights, public transportation

More recycling

All of the power lines have been put underground

Trails around all of the lagoons

More flower fields

Close down some of the streets (to traffic) in the village

### Common Themes

(No common themes listed for this table)

### TABLE 3

#### Question 1

Good place to come home to, after San Diego

Oceans – beach, breezes, fresh air, flowers

Legoland

Peaceful

Walkable environment

"Beautiful Environ"  
– Mediterranean

Farmers market

Lagoons

Climate

Access to Coaster

Quality of life – employment opps, weather, shopping – diversity of economic & strong economy

Seawall – opportunities to see all fellow residents

Safety & security

Availability of quality paramedic/FD

Park/trail familiarization hikes

TGIF

Professional government ops

Very good libraries & related programs

Sporting events (CB 5000, Marathon)

Involvement of children

Active business community involvement

### Question 2

Glad to be home!

See the ocean – 5 yrs

Improvement of lagoons!

Beaches, parks, small local restaurants

City Hall – unchanged!

Parks, tennis courts & other recreation resources

Get back to the weather, environ, safety

Beaches & coastal areas

Bigger tracts of open space

Flower Fields still here

More athletic fields  
Swim complex complete  
World class aquatics  
Less traffic  
Widened I-5

### Question 3

Balanced budget  
Water responsible  
Downtown updated but still quaint  
CB mall remodeled  
Maintain suburban feel  
No high rises, apts, high density dev.  
Don't rezone the Barrio to high density  
No rezoning  
Cut off dev. At 90%  
Build-out!  
Maintain streets  
Underground all utilities  
More open space, with dirt bike trails  
Connecting open space areas, with all trails connected  
CB did not turn into Pacific Beach, UTC area, La Jolla  
CB made decisions to maintain and enhance quality of life for residents, not developers  
Maintain village arts & theaters  
Our trails system is so good, it attracts tourists & world class dirt bikers to sport events, who then stay in our hotels & eat in our restaurants, and shop in our stores

### Common Themes

"Don't change the good things"  
Open space  
Fiscal health  
Low density/no high rises  
Water sustainability  
Keep listening to the residents  
Beautiful environment

### TABLE 4

#### Question 1

Government accessibility to residents  
Location, weather, facilities  
Coaster, library, high school quality  
Crime rate low  
Legoland  
Beauty, beach accessibility  
Nature trails  
Cleanliness  
Art community  
Parks  
Gemological institute  
Still open space!  
Museum of Making Music  
Like that gov. looks after whole community  
No big-boxes  
We have an airport  
High-tech jobs  
Flowers & trees  
Attractive town  
Emptiness of Ponto beach (& others)  
Ocean

### Question 2

See the beaches – sunset from beach – Moonlight, Ponto, parties, cookouts  
Shopping – the Forum  
Downtown grow more vital  
Walking trails, recreation  
New high school  
Development at Ponto  
See the village – retained small-town flavor  
Walk along the sea wall – restaurants there  
Feel safe  
No big-box stores  
Hike canyon trails  
Tour new desalinization plant  
Walking on Batiquitos  
See if there is water and open space left  
Sunset & drink at Four Seasons  
Real transportation to get from here (Aviara) to village  
Back to my church  
Renovation of the Westfield mall  
Lighting in parking lot

### Question 3

Sustainable community! Housing & job balance, green energy & water usage  
Highest rate of high school & college grads hired within the city  
University in Carlsbad  
Transit system that works!  
Community center that can accommodate several thousand for arts performances  
Communities that are walkable

Finished trail system  
 City powered by renewable  
 New power plant that is quick-start, small & cleaner to support renewable  
 Something for everyone  
 Passive park space  
 More soccer fields  
 Dog beach & parks  
 Synchronized traffic signals  
 Resident-based, resident friendly, communication for whole community

#### Common Themes

Beach, access for community & tourists in healthy way  
 Sustainability – all “spokes” – all activities?  
 Less dependence on car – bike, public transit, walk options. More “hubs”  
 Hierarchy of hubs, one of which is large enough to accommodate a large venue arts center  
 Open space protection & use

**TABLE 5**

#### Question 1

Good diverse population  
 Weather  
 Schools: high quality  
 But could use more in the south  
 Beaches  
 Recreational opps, both natural & City’s recreation department  
 Libraries – especially Dove  
 Strong small business community  
 Safe community

(except one dissenting vote)  
 Our public officials listen to community  
 Great parks & lagoons  
 TGIF concerts  
 Good balance of: retail, housing, etc.  
 No blight  
 Strong sense of “community” (such as the involvement here at Envision Carlsbad)  
 Change has been managed well – even through the growth  
 Citizens’ Academy program

#### Question 2

A “renovated” mall – w/Nordstrom’s, Bloomingdale’s, etc.  
 Zoning laws have stayed strong, so the residential green community is not overrun by Motel 6’s . . .  
 A “finished” high school  
 A working desal plant!  
 Shopping closer to residential areas  
 Strong central civic & community gathering place  
 A junior college or a university  
 More social services for community  
 Manageable traffic situation. Especially near the schools  
 Trail systems integrated, completed, preserved . . .  
 Smaller, more efficient power plant installed  
 A real, functional mass transit system  
 Maintain a “small-town” feel . . .

Limited population growth by sticking to the GMP  
 No high density housing

#### Question 3

Desal plant  
 Stabilized: population finances (self-supporting)  
 Become a center for technological innovation  
 Sustainability is a working reality  
 Still balanced – open space – job diversity  
 Keep the “small-town” feel  
 Commitment to the ARTS. Good for the soul, good for the economy  
 Keep the diversity of:  
 Places to work  
 Places to recreate  
 Population  
 Maintain, preserve the beaches & coastline  
 Become a center for eco-tourism  
 Be a pioneer in “green” sustainability  
 Village more vibrant with arts, restaurants, theater. Not touristy, but for the Carlsbad population with smart mass-transit servicing it & the mall  
 Keep the history alive & well. Don’t lose it  
 Maintain the Forum & Carlsbad Premium Outlet  
 Trail system expanded & maintained, and the coastal rail trail  
 Keep the high school’s “Friday Night Lights”

**Common Themes**

Small-town feel  
 Eco-sustainability  
 Vibrant village  
 Open spaces, trails, beaches  
 Strong, diversified industry with jobs, tourist industry, golf industry  
 World class recreational activities

**TABLE 6**

**Question 1**

Plans for future  
 Citizens' Academy  
 "In the black"  
 Strong business district  
 Mixes well with residential  
 Goo type of business  
 Still Ag  
 Beaches, parks, fields, rec  
 Calavera preserve  
 Open space not planned  
 Range of housing opps  
 Library!  
 Safe, clean, pretty  
 Need multi-use access to open space  
 Community input/meetings  
 Clean air  
 Planned infrastructure  
 Plans for water  
 Airport  
 Preserving historical  
 Shopping  
 Community functions – Jazz in parks  
 Flower Fields

Arts program  
 Quality of schools  
 Two rail stations  
 Weather

**Question 2**

Drink desal  
 Catch waves  
 Walk on sea wall  
 Flower Fields  
 More development decline  
 Garcia's for salsa  
 Preserve Barrio & restaurants  
 Fly in to Palomar Airport economically  
 Carlsbad Blvd turned into a recreational road  
 No high density zoning – okay in in-fill area  
 Alga Norte built  
 Trail system connected  
 Ag preserved  
 Village Arts Theater  
 Armenian restaurant with deck preserved  
 Hansen Quarry El Salto falls preserved  
 More synced traffic lights  
 Slower driving  
 Solution to water problem  
 Walk dog in Hosp Grove  
 Green city

**Question 3**

Financial stability  
 Desal  
 Quality infill

Still quaint – not over –built – village atmosphere  
 Depth & breadth of com. Activities  
 No Los Angelesization  
 Same bragging  
 Com. involvement  
 Same quality of gov.  
 Volunteerism  
 Ag. lands preserved  
 Flower Fields  
 Most open space  
 Trails & park complete  
 Same as it use to be  
 Schools strong  
 No power plant (as it exists) – move in-land  
 Safe air traffic  
 Vibrant industrial community as planned  
 Safe & clean  
 Safe & clean water – power  
 Respect zoning

**Common Themes**

Accessible open space  
 Managed/planned growth  
 Desal  
 Small town/village feel  
 Quality of life  
 - recreational ops  
 - culture  
 - safety  
 - schools  
 - gov. ops  
 - Flower Fields  
 - Maintain zoning



**TABLE 7****Question 1**

Ocean & beach  
 Schools  
 Atmosphere (small town – not crowded)  
 Open space  
 “Green, open & safe”  
 Flower Fields  
 Lack of big box stores  
 Train & bus system  
 Parks & recreation system  
 Trails  
 Lagoons  
 Village  
 Legoland  
 Golf course

**Question 2**

Completed trail system  
 Open space (same amount or more)  
 “Little” downtown still  
 Agua Hedionda Lagoon maintained for public access & watersports  
 Village – have dinner & walk around  
 Barrio enhancement completed (keep cultural aspect)  
 Beach (still public)  
 Promotion of historical aspects (Marron Adobe & Carrillo Ranch)  
 Strawberry fields  
 Flower Fields  
 Desal plant completed  
 Power plant away from beach

Keep up/maintain Forum & outlets as quality shopping experience

More solar  
 “Dark sky” city or areas (less light pollution)  
 Some agricultural production still ongoing (atmosphere)  
 No big hotels

**Question 3**

Still have open space, trees, not over-developed  
 Promoting eco-friendly transportation use of bike trails, bike trail incorporated with pedestrian trails  
 First class shopping mall  
 Re-think Plaza Camino Real  
 Balance in the city (something for everyone – preserve open space)  
 Cultural center/performing arts center  
 Village/Barrio enhanced but cultural aspects preserved  
 Maintaining “beach town” atmosphere  
 Adapt city parks to trend of youth (i.e., skateparks, etc.)

**Common Themes**

Need open space (keep same amount or more)  
 Don’t over build (slow growth)  
 Beach city/small city atmosphere  
 Enhance what we have, don’t add lots of new development (redevelopment)  
 Flower Fields/strawberry fields

Cultural center/enhancing culture of Barrio/village

Trails (connecting & enhancing)  
 Trails for each use (i.e., bike, hike, walk)

**TABLE 8****Question 1**

Well planned  
 Economic health  
 Quality of life  
 Environment  
 Rich city  
 - many resources  
 - reg. Pks  
 - city service (calendar)  
 Coast/beach access  
 Schools – high quality  
 Safety  
 Retail/shopping centers  
 Airport  
 Coastal community/small town feel  
 City services  
 Clean city  
 General upkeep  
 Has own police dept.  
 Zoning/density  
 - a lot of open area  
 - not over built but too much low income housing in south Carlsbad  
 Beauty of open space  
 City concerts (wine!) and other city events  
 Open space but loss of open space around lagoons



No more re-zoning or high density (protecting open space is key)

### Question 2

Alga Norte

Other community centers (like Poinsettia Community Center)

Open space still exists not built out

No more development in the existing open spaces

No "bridge to no where"

Flower Fields

Walk way at Batiquitos Lagoon/ nature center

Easy accessible ways to get to lagoon

Desal plant built

Lower water rates as benefit of desal

Plenty of water (no water shortage)

No more building of low-income housing in south Carlsbad

### Question 3

Desal plan

Best, well managed city in SD County

Still solvent

Maintained open space & trails

Carlsbad has the "best" school district

Coaster still running

- on "double tracks"

Enough funds to rebuild nature center

Higher level of community involvement for community center & trail involvement

Protection of open space, including stewardship of environment

Active management of open space

City remains open to resident input

Open/honest politics

### Common Themes

Open space

High quality schools

Trails

Desal plant

Controlled development of growth

Quality of life

Beaches

Quality of management at city

Quality of mass transit

Maintain living & working locally balance

Affordable commercial space

## TABLE 9

### Question 1

Quiet well manicured residential community without crime

Safe community

Quaint village – charming able to work & live

Great surf & libraries

Small community – well organized well managed fiscally. Integrated trails with residential

Great flower fields

Small town feel

Like downtown – good visitor's center

Like separation of commercial from residential – close but not in the middle of homes

City leaders have community interest in mind

Renewed interest in open space

Lagoons are unique feature

Nice, well kept beaches & sea wall

World class schools

Focus on "green" sustainability

Diverse economy

Emergency response – safety services

Sports mecca – marathon, golf

Live & work long-term

### Question 2

The beach

Run on the trails

Open space

Same quiet city – no change from past

Same zoning – low density – no high rises – limit to low key commercial

More live/work real estate

Same small airport

More single family homes – not high density

Nice parks

Uncongested

Completion of HOV lanes south to San Diego

Village atmosphere maintained

Suburban feel

**Question 3**

Involved community – residents participate  
 City resisted over development preservation of resources  
 City Council that is cohesive & willing to debate the issues  
 World class aquatic facility  
 Beautiful coastline  
 Self-sufficient community  
 Functioning desal plant  
 Lively village – vibrant destination  
 Small hometown airport – no commercial large jets  
 Quiet, peaceful atmosphere – serene

**Common Themes**

Beach  
 Clean/green industry  
 Lagoons  
 High tech  
 Open space  
 Tree preservation  
 Well-managed – financially sound  
 Vibrant downtown for locals  
 Desal plant – self sufficiency – sustainable  
 Continuity – sense of community  
 Public transportation within each quadrant  
 Libraries & schools  
 Jazz in the Park  
 Community events that connect residents

**TABLE 10****Question 1**

Well run  
 Beautiful  
 A lot of open space  
 Low density  
 Open feel  
 Not a lot of tall buildings  
 Why are we having meetings now when there are plans to rezone & build high density (upset with proposals for more density)  
 - concerned quality of life will be destroyed  
 Why do we need to increase density  
 10 years ago we agreed to a plan – now it's being undermined with higher density  
 City's lost credibility  
 We don't want to be urbanized  
 Want it to stay the same  
 Open space  
 Low density  
 - Bressi is atrocity  
 Keep it suburban  
 Schools  
 Desal  
 Clean air  
 Wouldn't brag to friends right now  
 Trails  
 Lagoons  
 Create more open space  
 More space between homes  
 Want strict building codes  
 Don't need more seniors  
 Beaches  
 Good shopping

**Question 2**

Beach  
 Parks  
 Ponto beach empty  
 Just same  
 Better schools  
 Desal in place  
 Trails  
 Swim complex  
 New high school  
 Poinsettia all the way through  
 Free/convenient parking at beach  
 Ethnic restaurants  
 Village stays same – maintain better parking in village  
 Farmer's market  
 Pedestrian street market  
 Intercity transportation – link all uses  
 Additional senior services  
 A new/larger dog park  
 Post-secondary education  
 Bud Lewis still mayor  
 Summer youth programs  
 Trash can pick-up  
 Not allow night-street parking  
 Equestrian park & horse trails  
 Golf course paid for  
 Less traffic congestion  
 - maybe fewer signals  
 - traffic signal management system  
 - synchronize lights  
 Smith-Walsh site develop as flower field

**Question 3**

---

No overhead power lines  
 Connected trails  
 Forum shopping center – nice place to go to  
 World class schools  
 Desal  
 Beaches still the best  
 Great city layout  
 Electric cars – everyone has one  
 Mall redone/revitalize  
 – “Nordies”  
 More cultural/art uses  
 Revitalize downtown  
 - no big box  
 - walkable  
 - more people live downtown  
 Healthiest city in county  
 - green  
 - active  
 - everyone is aware/“green conscious”  
 - energy efficient  
 - sustainable  
 Parks  
 Another dog park  
 No more commercial  
 More people working from home  
 Business centers  
 More live work  
 Walkable community  
 Density stays low  
 High density no here in 15 years  
 Flower Fields & strawberries still here  
 Power plant gone  
 Power plant off the coast – no on coast

Lagoons – trails system

**Common Themes**

---

Good business  
 Weather  
 Beaches  
 Schools  
 Recreation  
 Trails connectivity  
 Open space  
 Recreational programs  
 Lack of big box being a positive  
 Family-owned independent stores good  
 Negative on why we have golf course & not swim complex  
 Parks & fields – need more  
 Encourage Mom & Pop shops  
 Desal  
 Village

**TABLE 11**

**Question 1**

---

Village  
 People (incl. Visitors)  
 Lagoon  
 Trails – clean, little trash  
 “Vibe”  
 Natural  
 - resources  
 - Lake Calavera  
 - El Salto  
 Recreation  
 Art Splash  
 Taste of Carlsbad  
 Beach  
 Climate

Parks  
 Dog park  
 Dog beach potential  
 Walking  
 Residential communities – HOA’s  
 Carlsbad 5K  
 Street fair  
 Art fair  
 Business promotion  
 Management of city – problem resolution  
 - “feel heard” power  
 Embracing the issues  
 Only city with approved HMP  
 Airport  
 Legoland  
 Theaters  
 Libraries  
 Museums  
 Boys & Girls Club  
 Tax base (solid, good)

**Question 2**

---

Desalinization  
 No power lines (underground)  
 Beautiful beach  
 Citywide trail system  
 - interconnectivity  
 - open access to lagoon  
 - narrow dirt trails through open space  
 Low density  
 Little change  
 Citizens – in – control  
 Modernized downtown  
 -art galleries  
 - more Del Mar like (more Torrey)

More public transportation

- bike rentals

Less medical office space

Town center

Lagoons

Open space

New high school

Schools

Business vitality

Goods & services with the community

Clusters of goods but no integration

Plaza Camino Real  
- dissatisfaction

Le Passage restaurant – great

Village – great potential

Village – walk around – little shops

Running on beach

Street fairs

Ponto beach

Sense of natural landscapes

### Question 3

Selling power & H2O

Preserved open space & trails

Not over-developed

Managed traffic

Maintained growth leadership & planning

Continued conversations – public input

More infill development – less development in open spaces

Balanced community

Local jobs

Affordable business accommodation

### Common Themes

Lower density

Balanced approach

- people

- environment

- community

- landscaping

- traffic

Open space

- habitat

- access

- managed

Services

## CITY OF CARLSBAD SENIOR CENTER – APRIL 16, 2009

### TABLE 1

#### Question 1

Village

Unique nature of pedestrian street system

Nice business park

Surf

Would like to brag, but can't right now

Sense of identity

Great services

Great libraries

Good planning

Coastal activities

The friendly people

Tourism

Clean

Beaches

Safe, walkable downtown

Schools

Friendly

Dog/pet friendly

Business park/jobs

Golf & spas

Weather

#### Question 2

Go to beach

Bike on trails

Visit downtown

Parks

- skate park

Bring dog to beach

Take dog on hike

Landscaping

Flowers

Colorful

Strawberries

Panoramic views

New high school

Still open spaces

Legoland

Visit Barrio – some improvements

Rancho Carrillo

Trails at golf course

Outdoor dining

Village revitalized

- like Carmel

- walkable

- more shops

Able to park at beach in summer

Public transit that works – including school buses

Mall revitalized

Hadley's redeveloped  
Parks lighting later  
New swim complex  
More activities in lagoon  
Dog friendly parks  
More solar power  
- incentives  
More native plants  
Water conservation  
Green city

### Question 3

Beautiful park replaces power plant  
Living room of Carlsbad that leads to open space & trails  
Self sustained community  
Model community  
Desal  
Create our own power  
Solar panels on all roofs  
Green city  
Parks- clean – kids playing  
Public transportation  
Pedestrian friendly  
Hanging baskets  
- embrace our floral culture  
Pedestrian streets downtown  
- street art  
More arts & culture  
Good parking system downtown  
Village extends to ocean  
- ocean views  
Spanish market area  
Barrio redeveloped like Old Town  
Village stays at two stories  
A safer city

Downtown – more top signs & less signals  
Green trolley system  
No cigarette butts  
Senior/family friendly  
Cultural friendly  
Arts friendly  
Activities for all ages  
Able to age in place

### Common Themes

Friendship  
Environment  
Beach  
Parks  
Beautiful natural settings  
"green" – protecting environment & appreciating  
Sustainability – energy – water  
Walkability  
Healthy active community  
Village character  
Promoting arts & culture  
Activities for seniors & all ages  
Inclusiveness  
Social equity  
Sports/parks

### TABLE 2

#### Question 1

No responses

#### Question 2

Beach  
Village (old Carlsbad)  
How well city maintained

Growth rate just right (quality)  
Managed open space (preserves)  
Connected trail system  
Art/murals (public)  
Bike park (jumps, etc.)  
Dog parks (ex. Hidden Valley Rd)  
"Castles of Carlsbad"  
(home tourists)  
Improved safety of parks  
More use of renewable energy, e.g., solar  
More bike paths  
Outdoor education  
- appreciation of environment  
- defeat nature deficit disorder  
- teach environmental sustainability in classroom

### Question 3

Smart growth  
Downtown – maintain traditional character  
Affordable & easy beach access  
Strong mixed-use  
Compact development  
Keep open spaces open  
More use of alternative energy  
Desal plant (H2O)  
Mountain quality small-town resort feel  
Reduce reliance on automobile  
Carlsbad Blvd – safer, recreation arterial  
Sustainable finance (not reliant on developer revs)  
Keep small-town feel  
Bring people from inland Carlsbad downtown

Integrate tourism with local services  
 Barnes & Noble  
 Village kept authentic  
 Shift to renewable energy  
 Ride, walk more, drive less  
 Electric autos – with privilege parking for  
 Reduced pollution  
 Alternative energy incentives to utilities to provide  
 Eco tourism  
   - trails, natural areas as draw  
   - community events around natural activities (e.g., hiking all day)  
 Amphitheater  
 Carlsbad becomes center  
 Sustainable technology  
 Green tech (commitment to)

### Common Themes

Sustainable energy  
 Traditional downtown  
 Pedestrian friendly  
 Hiking trails (connected)  
 Focus on environment and people  
 Balance of growth and open space  
 Revitalized vs. new development  
 Safe walks to schools  
 Getting children out to nature – biking vs. cars  
 More education about sustainability  
 Small bits of nature everywhere within walking distance  
 Incentives for native plantings (succulents) vs. lawns

Community  
 Preserving tradition  
 Quality education – cutting edge

### TABLE 3

#### Question 1

Beautiful beaches  
 New energy sources  
 Sustainability  
 Pedestrian & bike friendly  
 Village vitality – thriving business  
 Importance of water  
 Beautiful beaches  
 Safe schools  
 Parks – get people together  
 Restaurants  
 Clean streets/downtown  
 Parks – places to play  
 Sports  
 Clean and “alive”  
 Trees  
 Fantastic Senior Center  
 Events – getting people together  
   - teen scene  
   - Carlsbad loves kids  
 Great camps  
 Safe community – not like Oceanside  
 No gang activities  
 Pretty and nice neighborhoods  
 Nature that is well kept  
 Libraries are good  
 Weather is perfect  
 Every day in Carlsbad is a good day  
 Walking on the beach  
 Beautiful nice-looking homes

#### Question 2

Go to the beach & surf  
 The village like a village in Europe  
 “Walking only” streets  
 Electric trolley  
 Pedestrian bridges across roads, creeks  
 Cooperation between cities  
 Highway re-routed with better corridors for bikers and walkers  
 Stop growth  
 More open space  
 Not restrict private ownership rights  
 Flower Fields  
 Science center  
 Botanical gardens  
 Carlsbad history museum  
 Easy access thru-out city  
 Solar panels  
 Power plant moved  
 Cleaner oceans & lagoons  
 No parking meters  
 More native plants in open spaces  
 More trees  
 Less air pollution  
 Take care of (and celebrate) historic trees

#### Question 3

The hub of clean green business  
 Brand new city hall in “old Carlsbad”  
 Cultural arts center  
 Undeveloped open space  
 Places for community events  
 More trails  
 New high school

- smaller classes
- Alternative energy sources
- More solar
- "Green" high school
- Neighborhoods unique personalities
- More pedestrian friendly and connected
- A thriving city center
- Alternative transportation
- Bike friendly
- Kid friendly places
- New skate park
- Low-cost kid options
- Future kid places – innovative
- Arts festivals
- Agriculture events & celebration
- Strawberry festival
- Commercial flower center
- Keep Flower Fields
- Beaches cleaner
- Protecting entire watershed
- Improve & expand lagoon trails
- Connect major trails to lagoons (Hosp & Buena Vista)
- Safe family oriented community
- Clean business district
- Redevelop off ramp & enhance village entrance and other "gateways"
- Preserve open spaces
- Natural habitat
- Parking access to popular areas
- Pedestrian bridges over the railroad tracks (on Chestnut)
- Art walk

## Common Themes

- Open Space
- Safe community
- Visual Beauty
- Family oriented
- Thriving arts & culture

## TABLE 4

### Question 1

- Beach
- Surfing
- Arts community
- Beautiful city
- Lower density (vs. city S.D.)
- Good mix of businesses
- Library
- Carlsbad seaside academy
- Diverse economic base
- Parks
- Walking on beach
- Flower Fields
- Coaster (train)
- Lagoons/nature center
- Village setting
- Village parking
- Small town feel
- Special events (street closures)
- Street fair
- High city support for various services that benefit community (e.g., library)
- Natural open land
- City support for community activities
- Jazz in the Park
- Tide pools (Terramar)
- Kelp beds

- Smart, consistent city leadership
- Opportunities for citizen input (like this event)
- Citizen/city partnership opportunities
- School district basic aid (\$\$)

### Question 2

- Go to the beach
- Walk on the seawall
- Visit Flower Fields
- Desal plant (take a tour)
- See what Ponto looks like
- New downtown development
- Enjoy Mexican food!
- See the new high school (on Cannon Rd)
- See the new performing arts facility
- See the new, outstanding Westfield mall
- See less traffic & better public transportation
- Enjoy a comprehensive urban & other trail system
- Still see open space, especially coastal open space (inc. lagoons)
- Ridgelines protected

### Question 3

- Reformed policies (building codes)
- Oriented toward green building & sustainable communities
- City producing its own green power and water, resulting in self-sufficiency
- Preserved land, esp. including and around El Salto Falls



Open space  
 A small town feel maintained  
 Completion of trails network to connect inland areas with the coast  
 Preserving the village  
 Walkability to village  
 Public gathering place in or near village  
 Good community safety, re: trains  
 Environmentally-sound, well placed high speed rail  
 Lower tax rate, thus attracting businesses (including taxes, license fees, permit fees)  
 Zero emissions from stationary sources, include particulate matter  
 Sustained, low crime rate  
 Sustainable water supply from local sources

### Common Themes

Energy & water independence  
 Sustainability  
 Trails  
 Open space  
 Appreciation of village  
 - maintain neighborhood, "Mom and Pop" services

**TABLE 5**

### Question 1

Climate  
 Ocean/beach  
 Village area  
 - architecture, quaint feel, cluster of restaurants, small shops

Can walk almost anywhere from the village  
 Laid back feeling  
 Park & Recreation areas  
 Trails  
 People are nice  
 Jazz in the Parks, Art Splash  
 Flower Fields, strawberry fields  
 Carlsbad has a long coastal exposure (Carlsbad Blvd.)  
 Well-maintained  
 Fiscally responsible  
 Variety of housing types  
 -helps to maintain a multi-generational community  
 Close to major cities  
 Good major circulation system w/ appropriate public transit

### Question 2

Beach  
 Go play at the park  
 Library  
 Good breakfast brunch  
 Would like to see more going on downtown  
 - walkable and vibrant community  
 Would like bike paths to be safer  
 - set off from the roadways  
 Would like trails all around the lagoons  
 Would like new high school completed  
 Want to visit Grandma  
 - multi-generational community  
 Need housing for all types – size, quality, etc.

More options for aging in place (single story or multi-story w/ elevators)  
 Need medical facilities in town  
 Research area remains vibrant & strong providing good jobs  
 Keep free parking at beach  
 Balance between development & open space to keep community walkable  
 Power plant has been (or is in process) of being relocated  
 Carlsbad has become a model sustainable community

### Question 3

City appreciates the residents and quality of life they enjoy  
 Power plant has been removed  
 Worldwide center for R&D and alternative energy, etc.  
 Sustainable  
 Open spaces have been maintained  
 No more gangs or violence  
 More community youth programs  
 Teen centers  
 Multi-generational community  
 Government admin. Solvency/ financially secure  
 More accessible community – not only pedestrian but A.D.A.  
 WIFI – metropolitan (city supported)  
 - "world access"  
 Carmel type feeling in the village  
 Alternative transportation – clean, energy efficient  
 Mixed use development  
 Maintain our flower & strawberry fields

Improved trails that connect to community gardens

Public/private partnerships for education

Lots of reasons/destinations to walk to

### Common Themes

Walkability, trails

Green, water saving, green city

Natural environment/open space

Community/cultural

Tourism

Art

Multi-generational

Creating jobs

Efficient & responsive government

**TABLE 6**

### Question 1

Cultural events

Safety, citizens are asked for input

Physical beauty

People are involved

Stable government

Small town

Lots of opportunities for involvement

Good things happening

Children raised here say "I can't believe we live here – its paradise"

Old building & structure preserved

Open space on the coast

Clean air

Lack of low-cost, high density housing – on the coast

Beautiful topography

Great views, open space & trails

"Out" in nature

Sense of community

The appealing, family orientation of the Barrio

The parks

Togetherness

City maintenance of grounds, facilities, streets

Music museum & other museums

Village

Home town atmosphere

Flower Fields

Organic gardening support & classes

Carlsbad High School

### Question 2

Thriving & charming village

- housing
- stores

Ocean is healthy to swim in & enjoy

Air is healthy

Control/eliminate SW run-off & pollution

Parking structure in village

Sense of community & "life" in the village

No power plant!

Better citywide trail & path system

City is a hub for environmental business & technical development & research

City has a branch campus of a major university

Desal plant finished

Coast highway is not over-developed "it is then as it is now – open space"

Low density developed – if development must occur

Skate park @ Pine

Ponto is developed as a "jewel" for the city

Village lit up @ nite, walk streets, pedestrian friendly

Developments have character

Vibrant

### Question 3

Fisheries, wild life preserve

Desal plan is up, H2O issues solved

We're clean & green

Environmentally sound

Being a National Park – so development & growth didn't occur

Boys & Girls Club expanded

Schools provide quality education

Beach quality

Preserves remain "La Costa & Calavera"

Teen programs & activities

Green & energy efficient, self sustaining

Still fiscally sound

Better shopping

Better recycling program

Trail network

College/University

Schools take advantage, learn & appreciate the nature in town

- hikes & education

Village parking garage

Public transportation system

Electric lines underground  
Public safety  
Vibrant village  
Cultural meeting place

### Common Themes

Parks  
Higher education  
Beaches  
Greenness  
Water exists  
Village vibrancy  
Flower Fields  
Slower, better development  
Community activities & involvement  
Cultural events

### TABLE 7

#### Question 1

Location, location, location  
Little bit of everything – complete  
Close to SD, LA  
Village charm  
Diversity  
Small town flavor  
Walkable to everything in town  
Place to be proud to live in  
Up and coming  
Place for family/community – important to preserve  
Tourism adds something to town-near balance, may be slightly past  
Coastal feeling important to keep (unlike other communities (e.g., Huntington Beach)

Important to upgrade, improve  
Two Carlsbads – important to have full services, shopping  
Great areas in south Carlsbad  
Village fair  
Important to have mix of downtown merchants & development

#### Question 2

Still has small town flavor, walkable  
A citizens' town, with an element of tourism  
Village ped mall completed  
Palm trees, benches, ability to meet/talk to people – planned & finished  
Visual direction  
City services immediately visible  
Mom & Pops, boutiques still in town, more variety  
High school complete, more kids playing at park, outside  
Balanced school populations, fields fixed  
New village arts even bigger  
More people involved in arts  
Street acting  
More local stores vs. big franchises . . .  
"Carlsbad style"  
El Salto Falls preserved as open space, more accessible  
Desalinated water available  
Batiquitos Lagoon improved  
Decreased trash, no need to buy water – good water  
Quality coastal area, continued beautiful, walkable

- beach not a developed waterfront  
No power plant  
Downtown inviting, lots of activities, walkable

#### Question 3

Bridge between shopping centers, (Carlsbad/Oceanside)  
Little shops connected with lagoon between; bridge between Encinitas/Carlsbad shopping – isolation eliminated  
Largest open space/park system in country  
Pedestrian friendly, walking paths through open space, preserves  
Bike paths/walking paths going for miles (Minneapolis model) – protected from traffic  
Moving sidewalks, other ways to get around  
Less obtrusive power plant, power lines – eliminate distraction of power over open space  
Music programs outside of/before school to lead to higher level of music in schools  
Architecturally, artistically designed center for music, inter-nation quality  
Park location for PD dogs outside their car  
Connect parks, more parks  
Affordable housing that doesn't look like affordable housing – absent of drugs, large populations (visually, aesthetically, behaviorally)  
Educated population and neighborhood – feel PD

**Common Themes**

---

Open space

Trails

Non-commercialization

Cultural environment, opportunities – arts, music, beauty surroundings

Village, small-town feel

Accessible beach, development free

Architectural icon

Natural beauty preserved  
- native habitation restored

Connectivity

Public transportation – efficient, environmentally friendly, accessible

Connected developments – easy to get from one to another – centered

Focus on education – students and community integrated

Focus on arts

Family-friendly activities, space, gathering places – walking distance

Connection to arts

Safe, worry-free quality of life

Educated population, quality schools (which leads to a safe community)

Well cured – for waterways, address run-off

Solar

Local agriculture

**TABLE 8**

**Question 1**

---

Location – living by the ocean/ coastline

In the summer, why go anywhere else

Weather

Fiscally sound

Good theater & arts

Library

Well-run city

Small town feel

Schools

People – friendly

City employees are accessible

Geology

Young people

Parks, things for kids to do

Plan for open spaces

Mix of old and new

Legoland

Trail system

Churches

Construction is useful

Boys & Girls Clubs

**Question 2**

---

Call friends

Beach

Party on the beach

Brunch places, restaurants

Grand Deli, Jamba Juice

Carlsbad Blvd. re-striped for bikes & joggers

Flower Fields

Walk on the Batiquitos Lagoon

My neighborhood

New high school

The village

Is the power plant still here?

Trails

Less traffic, better public transit

Mall (Westfield) redeveloped

In 5 yrs, a paradigm shift in the city gov's definition of good transportation & neighborhood design

**Question 3**

---

Protected its community-feeling, and against high-density development

No bad things going on

Every member of the community is actively involved in the betterment of the whole

The city is completely self-sufficient  
- water, energy, health care, education, & employment

Beautiful performing arts center (could be at strawberry fields)

Downtown & shopping center more economically viable & draws we would go to ... reason to hangout – Restaurants, more uses people want

Ocean front community center (like Powerhouse Park in Del Mar) – emphasizing what the locals can use

Gelato & water vendors at the base of each stairway to the beach

Amphitheater @ the beach

More trails & nature programming around the lagoon (Batiquitos)

Expand trail system (& kayak access) of Agua Hedionda all the way to the ocean

Small sports arena & local team

Cool place to bring my dog

Common Themes		
Complete, self-sufficient, community	Old buildings, history	Trails connected from lagoons all the way to beach
"go green" or balanced sustainability	Outreach with community (govt good)	Strong air pollution laws
Revitalized village		
Not just for tourists, but for us	<b>Question 2</b>	<b>Question 3</b>
Protected, accessible & integrated ocean – coastal (into city)	Go surfing at Terramar	Still have open space (and more!)
	Sand on beach	Trails
	No power plant on beach	Existing schools maintained
	Carlsbad High School renovation complete	Separate bike lanes on road
	New high school is done	Reduced traffic/efficient public transportation
	Alga Norte pool	Pedestrian & bike (alt trans) is encouraged
	Organic gardens in back yards	Fire rings on beach
	Better mall	More beach camping places
	More community gardens	Desal plants, recycled water for residential landscape. Incentives for solar
	Bigger farmers market	Strong sense of community
	Hot yoga studio	Village preserved/still quaint & unique (mom & pop)
	Cleaner air	Fully connected bike system
	El Salto Falls/Buena Vista Creek restored	Connected trails
	Existing parks still here	Reduced traffic
	Natural land to hike	Unfinished roads done & connected
	Same downtown businesses	Don't rely on developers to pay for infrastructure
	Better mix of restaurants like Leucadia & Encinitas	Nice median landscaping
	Codes, laws support environment, building practices, materials	Better downtown street signs (lit or bigger)
	More alternative energy	Active, vital senior centers (2nd one in south or east)
	Old neighborhoods still there, restored, areas with no sidewalks	Beaches still nice
	Same personality	Performing arts complex
	Water priorities for organic gardening (allow organic gardening even when rationing is in effect)	
	Retain farms, Flower Fields	<b>Common Themes</b>
	Programs that promote saving water, reusing rain water	Good schools

**TABLE 9****Question 1**

Old city streets/quaint downtown  
 Nice beaches  
 Open space, parks, trails, lagoons  
 Good food places downtown  
 Airport  
 Complete comm./jobs, beach, places for visitors, museum  
 Legoland, Costco  
 Recreation facilities, tennis courts, fields, classes  
 Feels safe, no "real" crime  
 Financially sound  
 Governance is good  
 Flower Fields & strawberry fields  
 Desal plan & alternative energy plant  
 Surfing  
 Resort feel but not tacky  
 Nice resorts (La Costa)  
 Nice retirement homes  
 Shopping close  
 Original ethnic parts of town (Lola's)  
 Outdoors/active community  
 Lagoon centers/Carrillo Ranch nature centers

Better public transportation/  
fewer cars  
Open space/trails  
Beach  
Go green  
Maintain village quaintness  
Alternative transportation  
Clean air  
Preserve Ag. (Flower Fields)

**TABLE 10**

### Question 1

Great community – it's "Carlsbad"  
Natural setting  
Beaches!!  
Small town sensibility – you know  
your neighbors  
Weather  
Its "pretty" – well kept  
No parking meters  
Easy walking  
Safe – low crime  
Diverse cultures  
Strong local government – good  
mayor  
Lots of recreational opportunities  
Convenient location! Close to LA,  
SD, Palm Springs  
Good shopping – CPO, mall . . .  
Full of "opportunities" – jobs, etc.  
– volunteering  
Boys & Girls Club!!  
Location is good for business  
Strong tourist sites: Flower Fields,  
Legoland  
Great community – based events,  
like street fair, Oktoberfest,  
marathons

Variety of wage-earners & classes  
People are pretty relaxed & laid  
back  
Really good schools  
Trails

### Question 2

Flower Fields forever!  
Beaches still in good shape – with  
sand  
Legoland thriving  
Pizza Port - & other good small  
restaurants  
Don't lose the history – the older  
homes & parts of town  
Coast highway maintained –  
clean, not overbuilt  
Lagoons still in good shape.  
Walking trails there and  
everywhere  
Special events continued. Bring  
vibrancy to the city: marathon,  
street fair, etc.  
Small town feel maintained, espe-  
cially on coast. No big hotels  
Village keeps its "village" feel.  
Not too big or commercial  
Carlsbad High School finished  
its upgrade! With a functional  
parking lot  
Protect the open spaces, Hosp  
Grove, etc.  
Traffic still manageable  
A working functional plan for  
the airport on Palomar Airport  
Road  
GMP adhered to  
Youth sports programs expanded.  
Pop Warner Football, etc.  
(Children programs in general)  
Boys & Girls Club going strong

### Question 3

Green/recycling emphasis – green  
city  
More local grown produce  
Better student-teacher ratio in  
the schools  
Alternate school programs  
expanded  
More live-work areas, shopping  
close to residential areas  
City is financially solvent & strong  
And we have a new mayor  
City – school board relationship is  
better, stronger  
More recognition for our teachers  
Trails/hiking expanded – with an  
eye to reducing car dependence  
Open spaces remain open space –  
keep our natural habitat  
More dog parks  
- better enforcement on beach  
keeping dogs off  
A dog beach  
No smoking on beaches  
More beach cleanup &  
preservation  
More skateboarding parks &  
opportunities  
More community center-type  
buildings & events  
Flower Fields continued! Farmers  
market too!

### Common Themes

Stay a true beach city:  
- no over population  
- small town feel  
Students more active in the city  
A "green" environmentally  
sensitive & sustainable city



Emphasis on the family & community  
 Fiscally solvent  
 Safe city – drug free  
 Strong educational system  
 City cleanliness maintained  
 Strong City Council  
 Keep open spaces open  
 More parks, trails

**TABLE 11****Question 1**

Weather  
 Beaches  
 People  
 People who care about environment  
 Proximity to San Diego & Orange County  
 Libraries  
 Party  
 Open space  
 Airport  
 City is well run & stable  
 Good areas for walking  
 Good trail system  
 Good plans for parks/trails

**Question 2**

New power plant not built  
 Beaches  
 Temperate weather  
 Improving the Barrio  
 The airport (being able to fly in to Carlsbad)  
 No power boats in lagoon  
 Quaint, thriving village

Having a lively place to stroll and be out with people  
 Three healthy lagoons  
 Trail system maintained  
 A nature oriented park  
 Beaches in same or better condition  
 Improved parking & less congestion on Coast Highway  
 Extension of university located in Carlsbad  
 Culture & museums  
 Water issues resolved

**Question 3**

We figured out environmentally how to protect all of the natural assets we have (beach, lagoons, open space, water issues)  
 Every house has solar  
 Best trail system & great trail linkages  
 Village still a great place to live (quality of life preserved)  
 Keeping quaintness of the town  
 Beaches still clean  
 Maintained kelp beds  
 Maintained beach sand  
 Place for teenagers to go (club, etc.)  
 Diverse population economically and diverse housing mix  
 Stores would have local products & organic foods that support local business  
 More use of native plants  
 Maintain & enhance shopping and eating opportunities in village  
 Community gardens

Need a community gathering place (hopefully centrally located)  
 Organized walking areas connected by transit  
 Enhance downtown to give people reason to spend more time there

**Common Themes**

Good balance of tourism  
 Ocean & beach  
 Pedestrian bridge from mall to shopping in Oceanside  
 Environment & clean air & wildlife  
 Trails & open space  
 Charm of village  
 Flower Fields  
 Community spirit towards each other  
 Diversity  
 Central gathering place, somewhere to go  
 Safe city  
 Better transit  
 Pedestrian paths/areas (connections to trails)

**TABLE 12****Question 1**

No parking meters  
 Feeling of safety  
 Opportunities for community involvement  
 Slow pace  
 Informal atmosphere  
 Beach feel  
 Central in southern California  
 Village area close to beach



Open spaces – like being out in the country

Boys & Girls Club

Mass transit opportunities

Proximity to theme parks

Not crowded

Clean & natural

Friendly people

Well planned industry that is not so noticeable

Roads are good

Libraries

---

### Question 2

Happy to see the ocean

Progress in building

Wildlife preserves and open space

Cultural opportunities: music, theater

Walking community

- improvements that would improve pedestrian mobility

- safe pedestrian

- over pass on Chestnut

Complete Alga Norte swim complex

Open space preserved

Enhanced trail system

Great parks

Preservation of the ocean

Public gathering place at bar park

Public square/plaza/park in the village

Shut down Coast Highway monthly for bicycle use

Better pedestrian safe access across Carlsbad Blvd

15 MPH in school zones

New skate park

Charger stadium

Public functions at the park

Jazz at the park continued

---

### Question 3

Move forward without losing small town community feel

Public events

Vibrant downtown village

Life in the evenings

Village cater to the citizens not just the tourists

Close a street downtown to create a walking mall area

Larger venue for performing arts

Bring people from other areas of the city to the village

Stop the proposed energy plant

Natural open space

- preserve Buena Vista Creek Valley and El Salto Falls

Green community

- energy efficient

- sustainable

Contain/control gang activity

Public safety

Good traffic flow

- services in the village so people don't need to drive

Housing in the village

New civic center

- multi-use

Farmers Bldg – sell it

More parking at Poinsettia train station

More sidewalks connecting

Ponto property done right

- not high density development

- boutique hotel on southern parcel

- public benefit use on north side

- make the area unique

Views of coast as you drive down Carlsbad Blvd. View is not blocked

Open coastline

Maintain the beach

Golf course that makes a profit

---

### Common Themes

More high schools

Community togetherness

Cultural acceptance

Embracing the past with a vision for the future

Maintain small community character

- maintain the balance

Preserve the open space

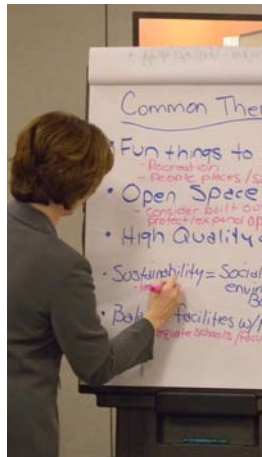
- Ponto, Calavera, ocean

How does Carlsbad continue to remain attractive to people/ next generation

Make Carlsbad unique from adjacent cities

Special events/activities – Carlsbad 5000, etc.

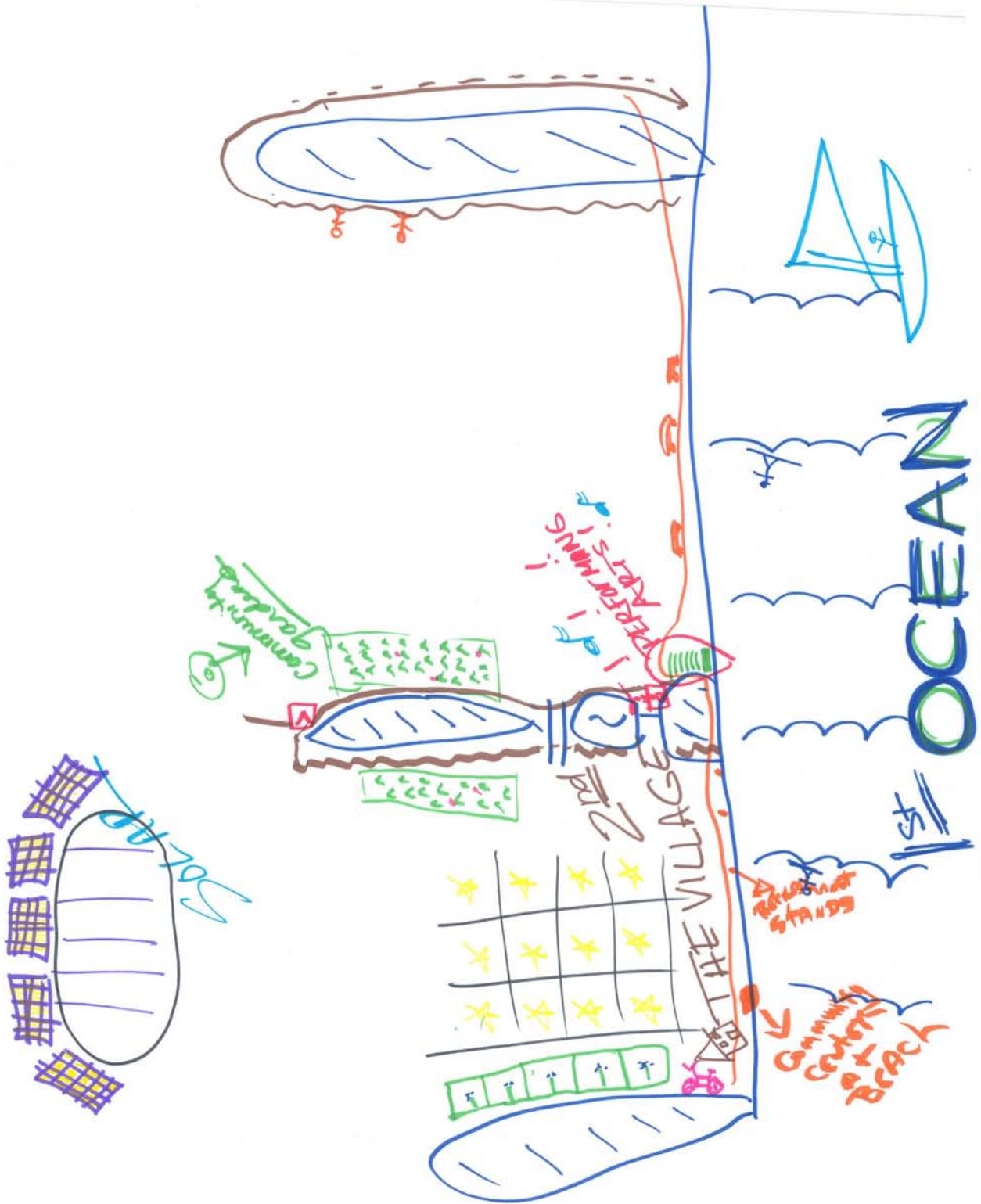
People are friendly



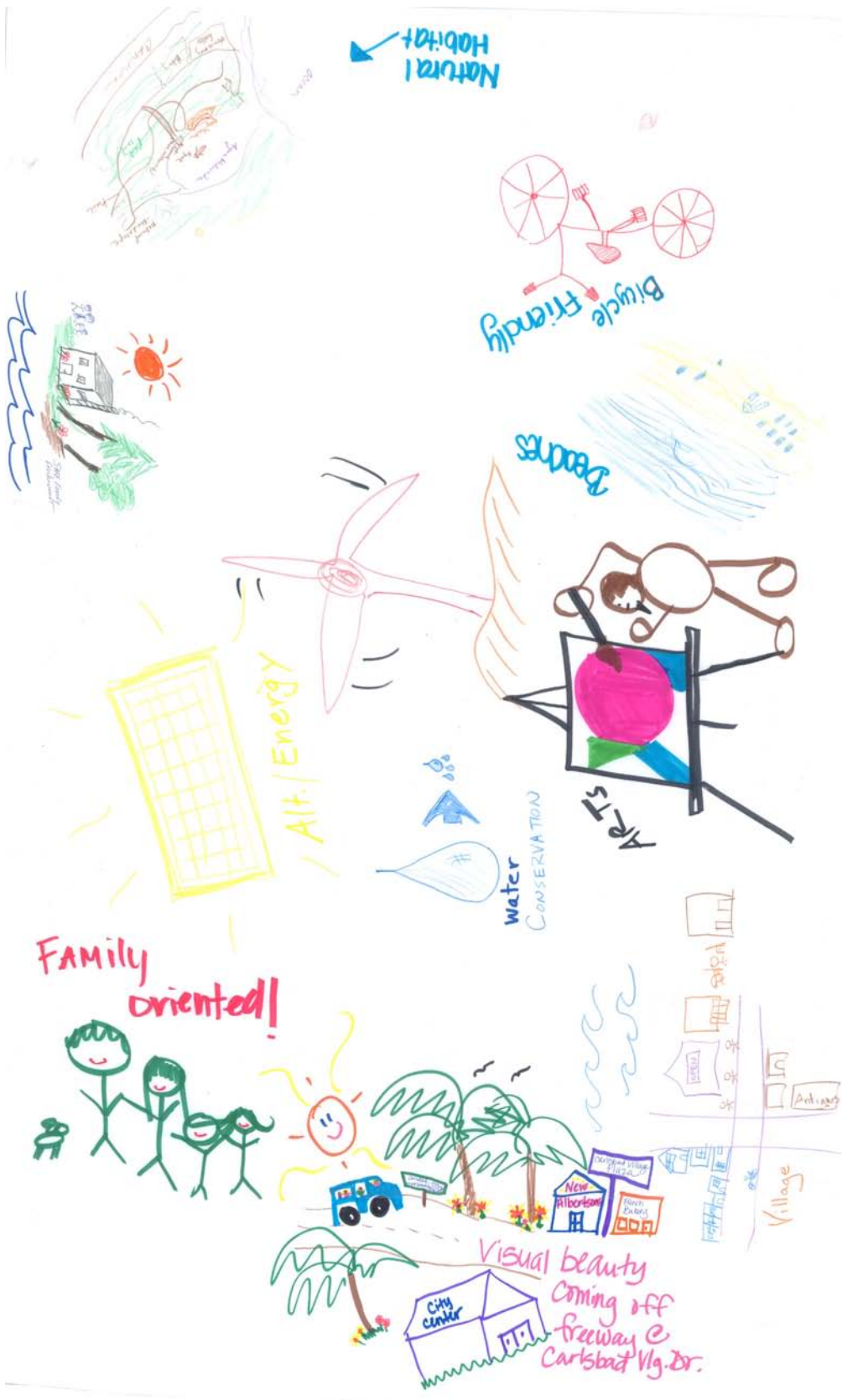
## 1 APPENDIX B: WORKSHOPS DRAWINGS

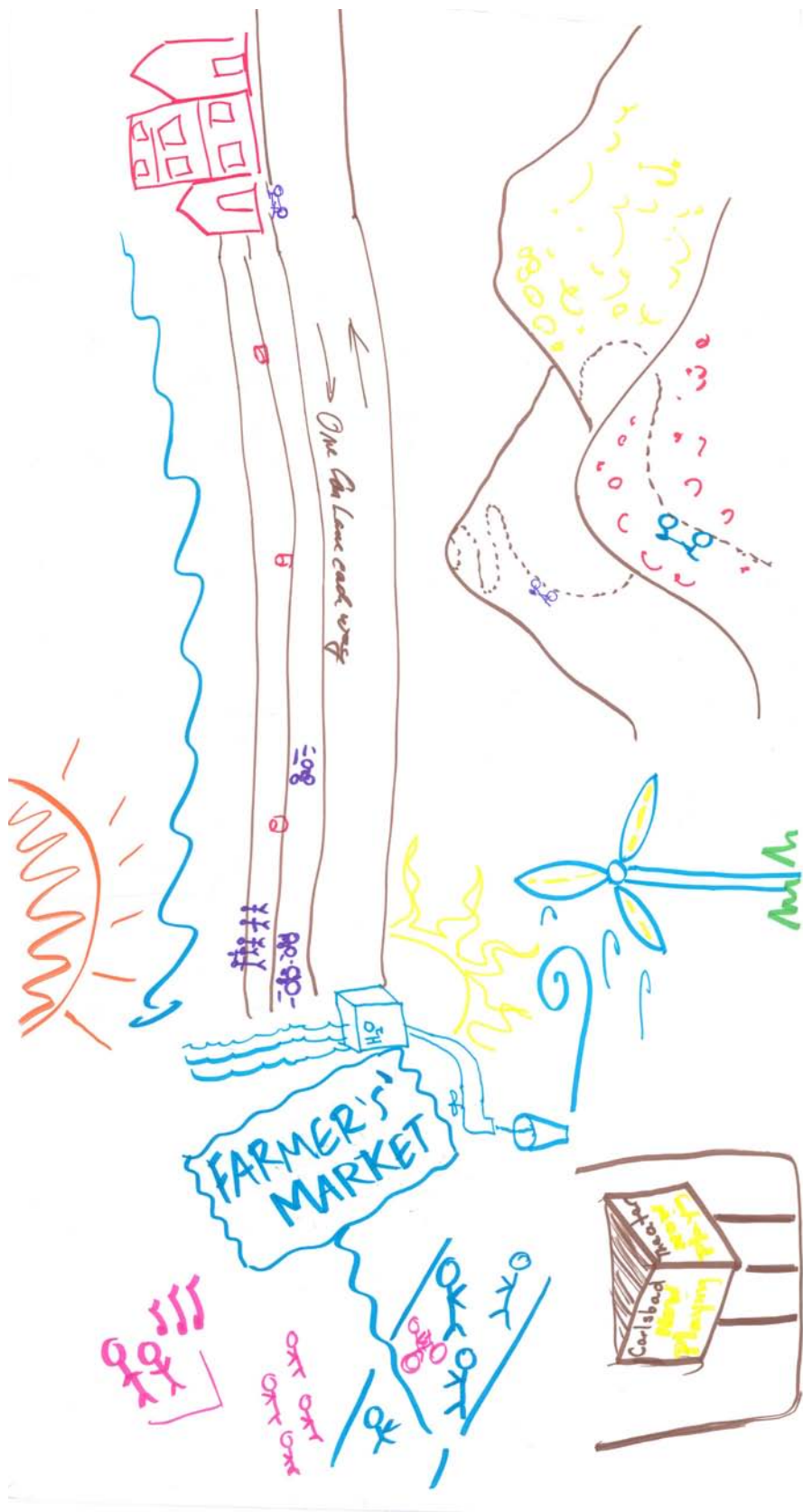
---

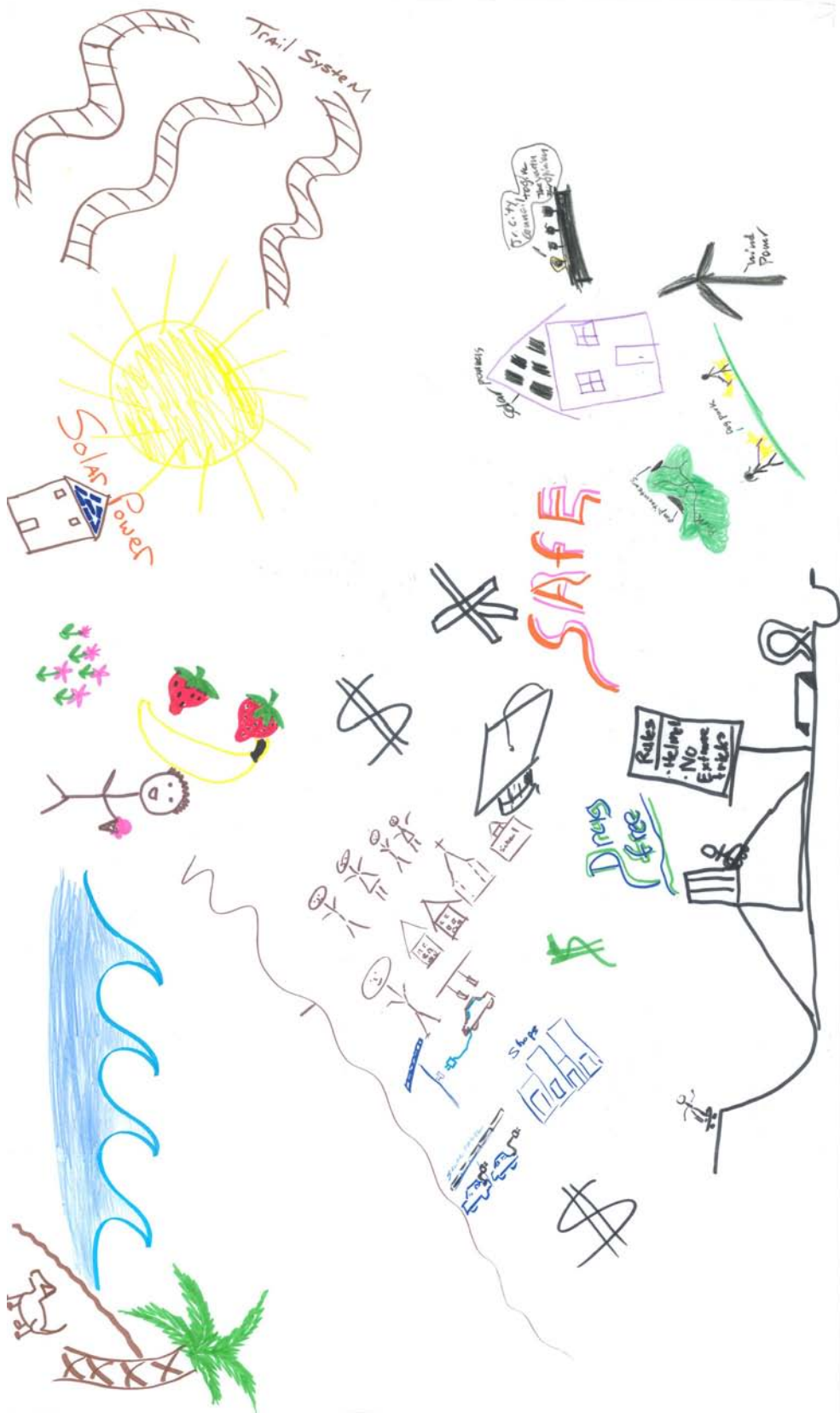




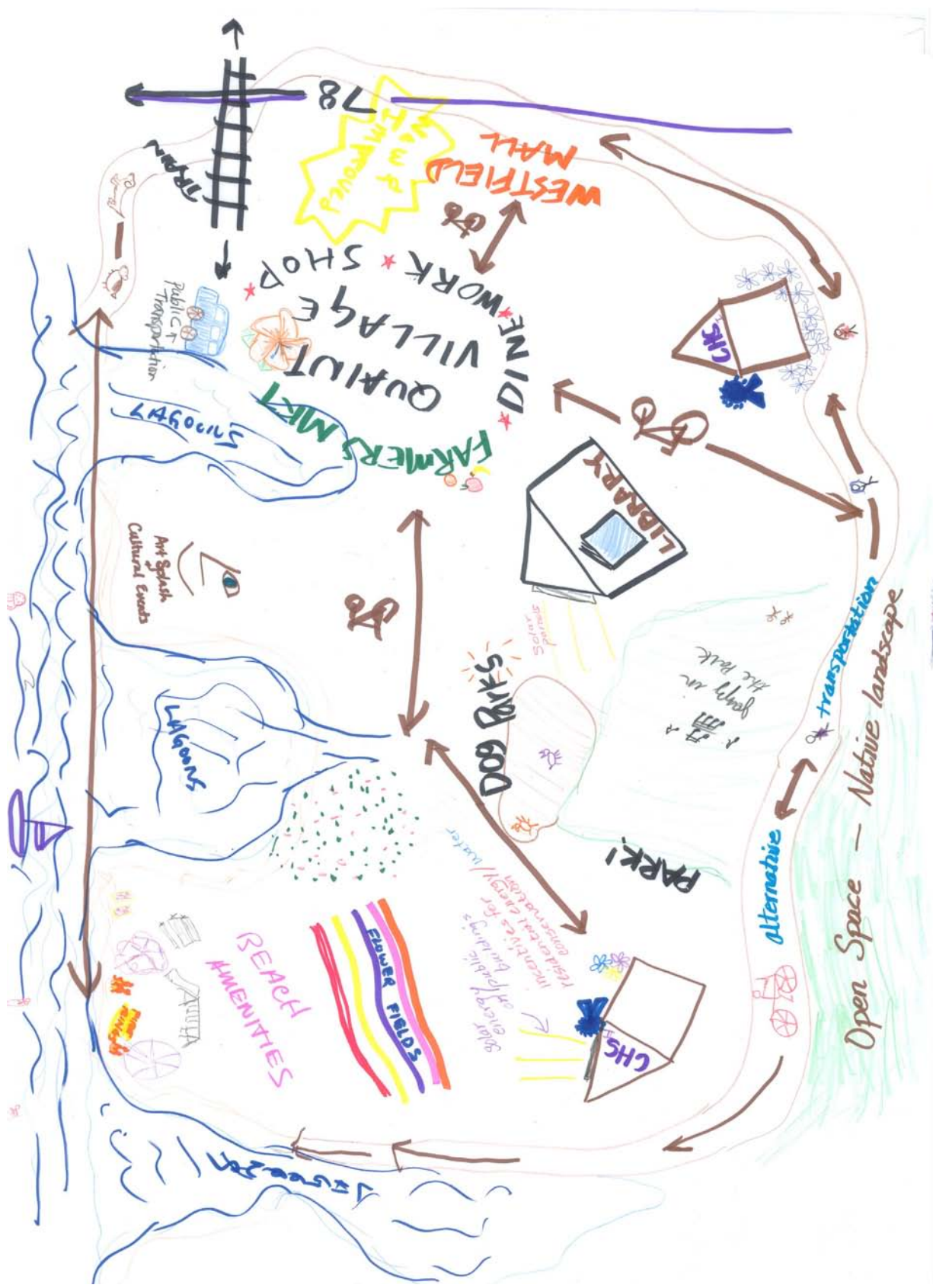








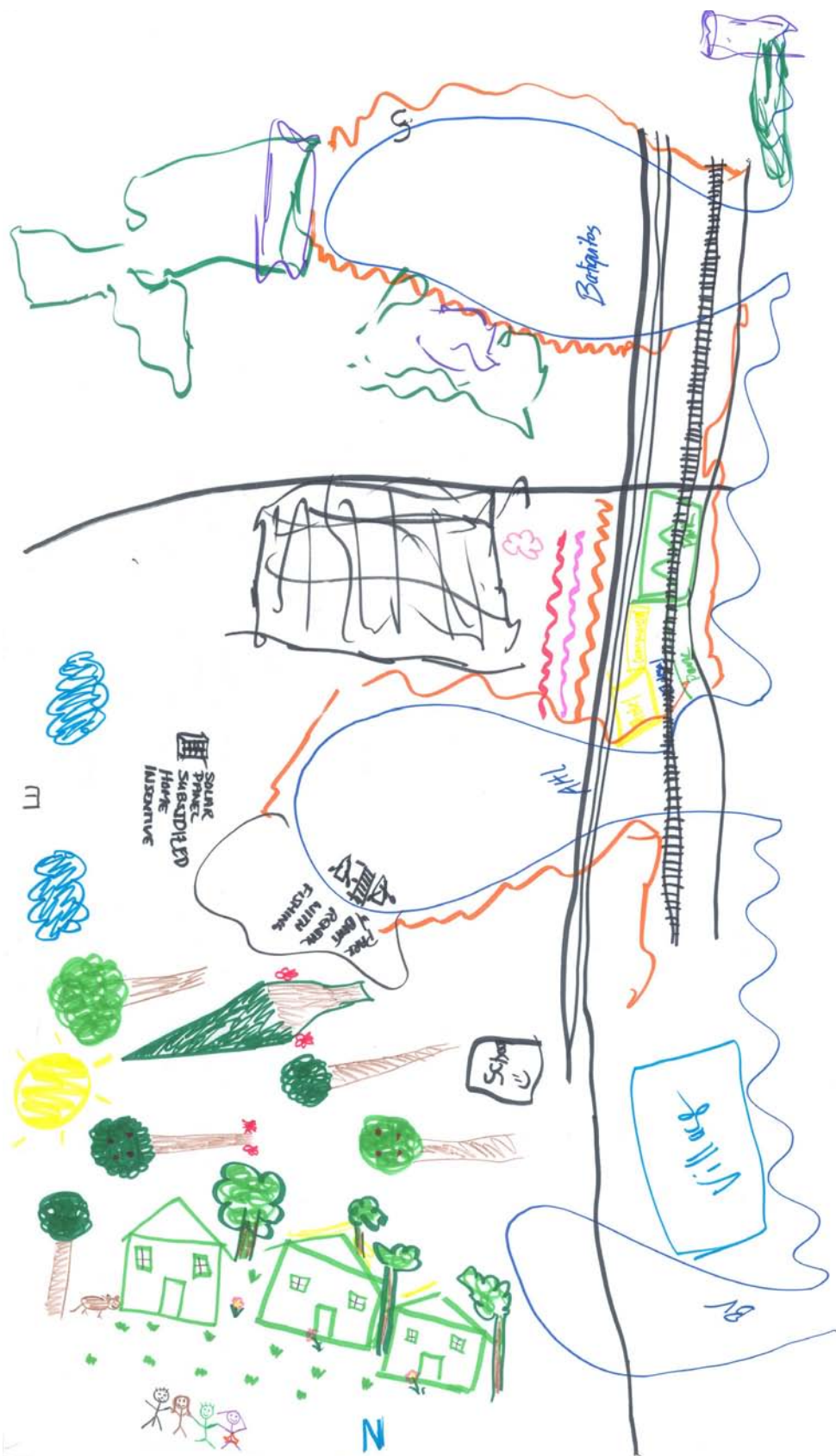




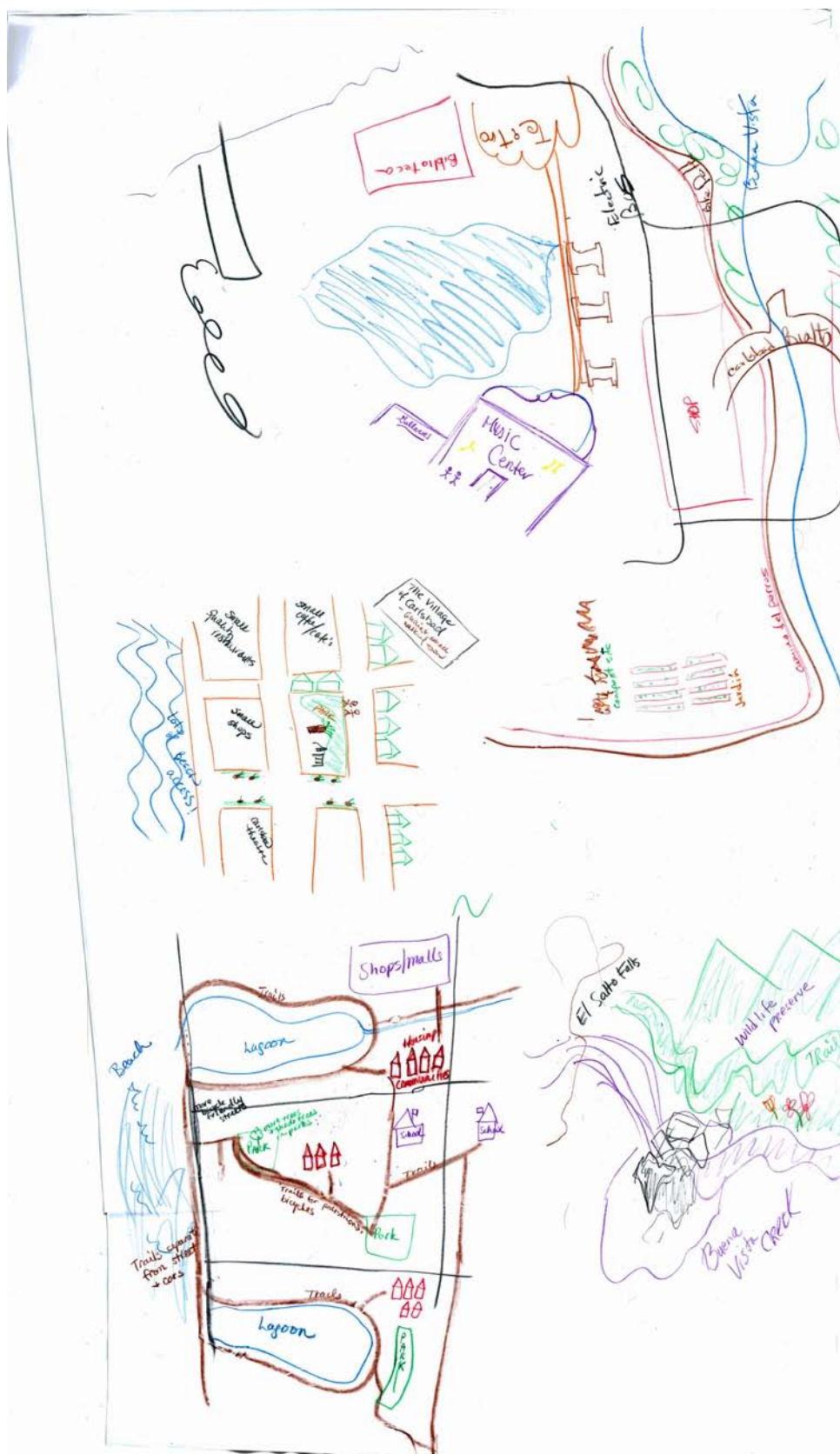








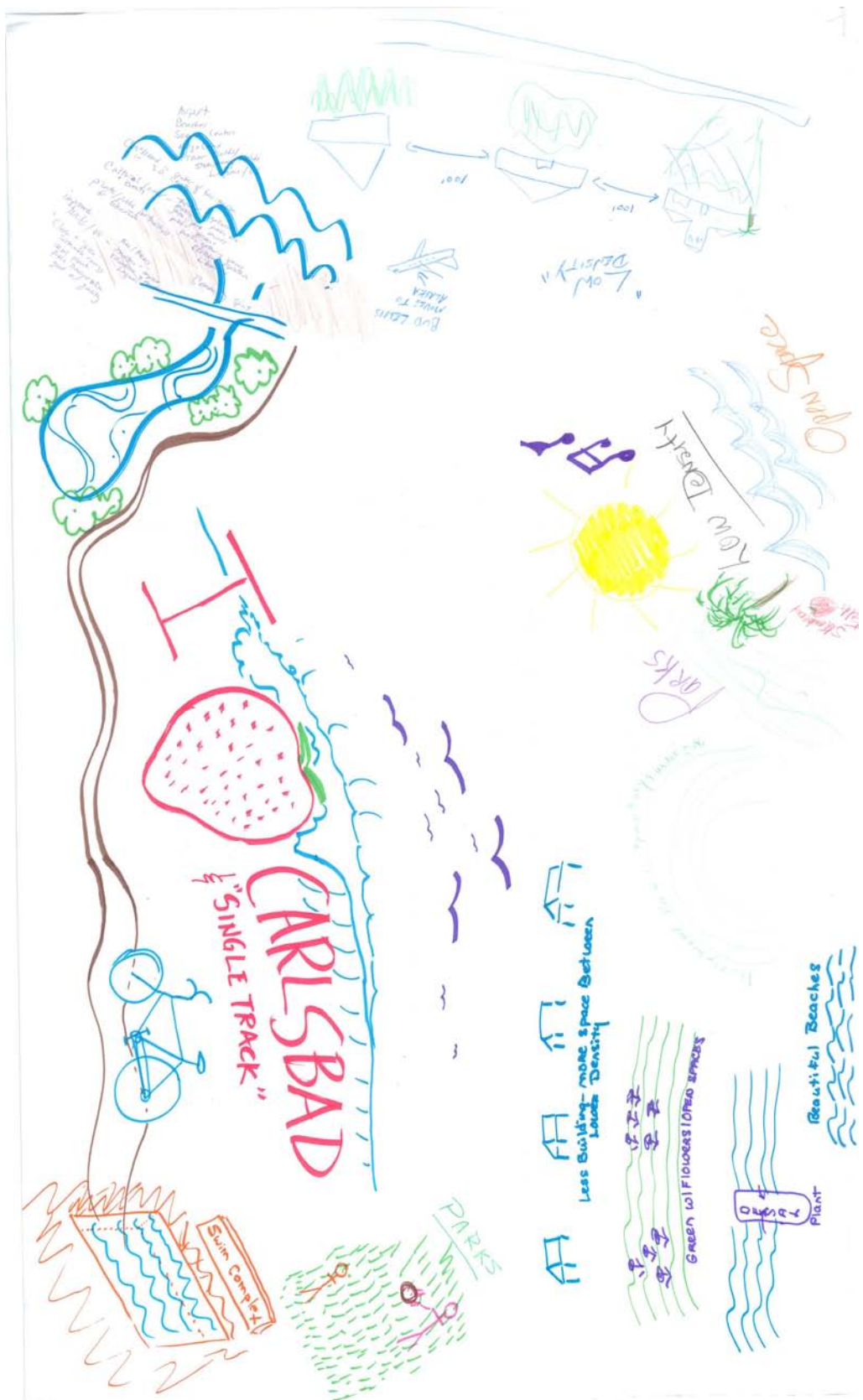


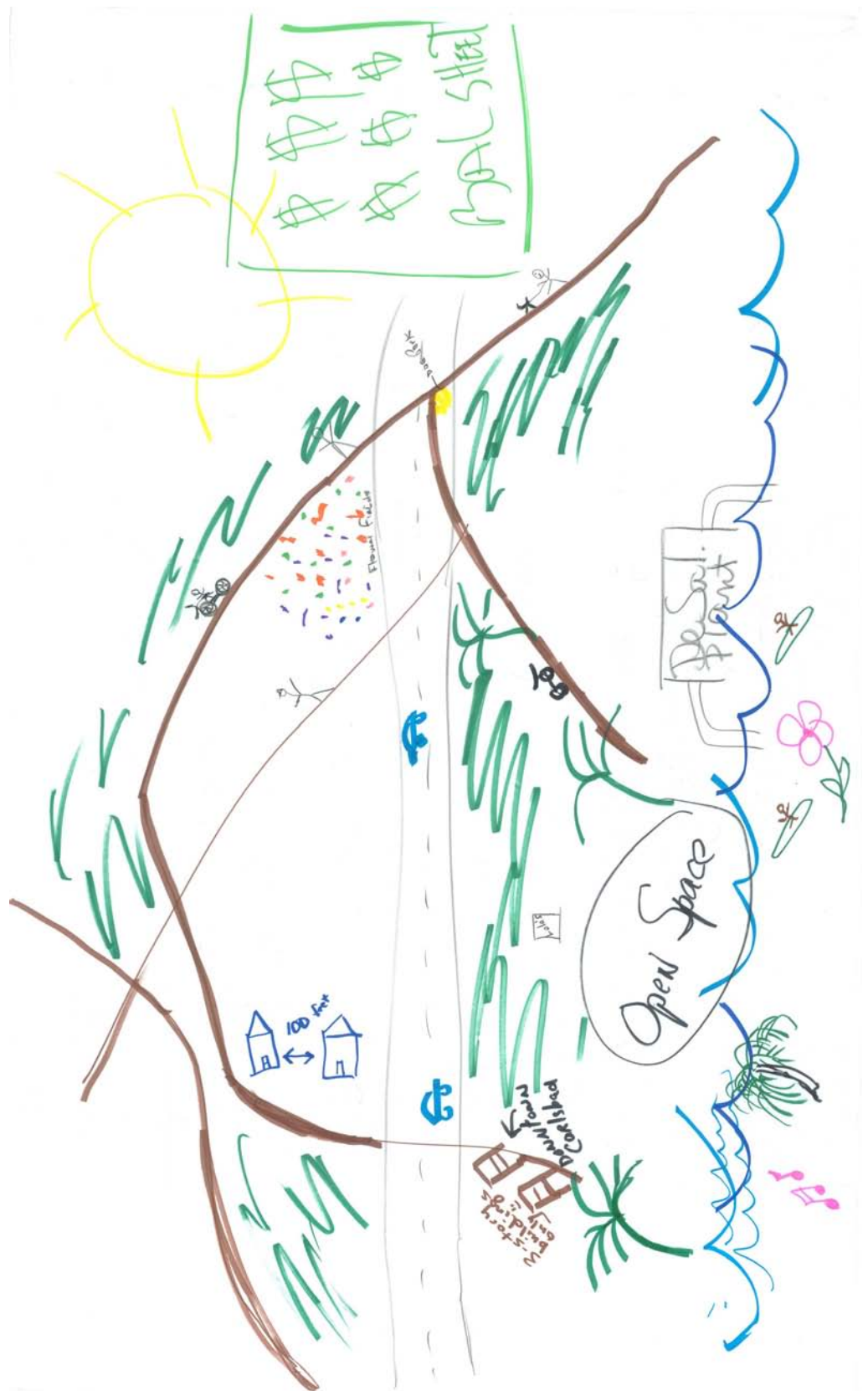


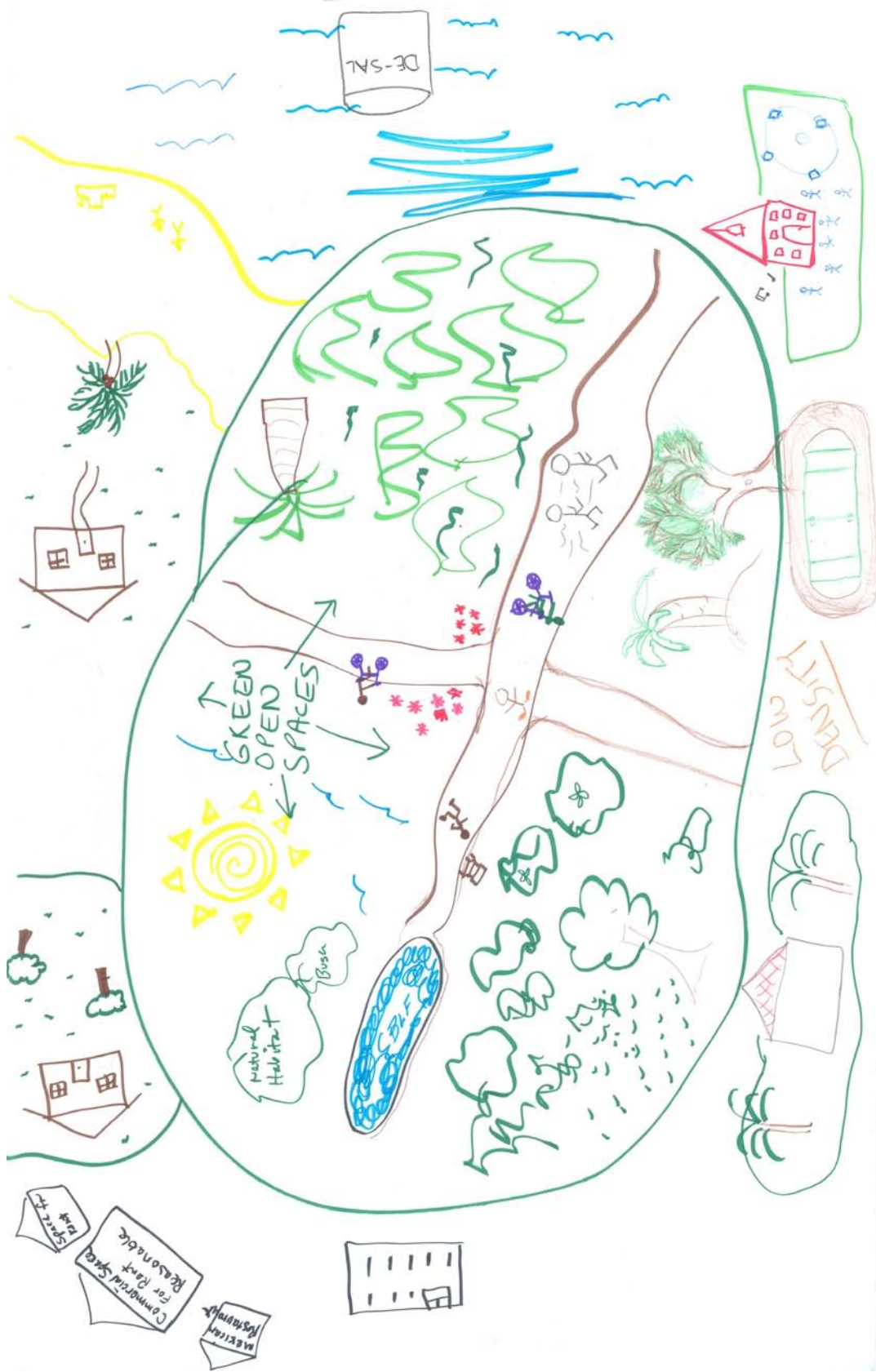




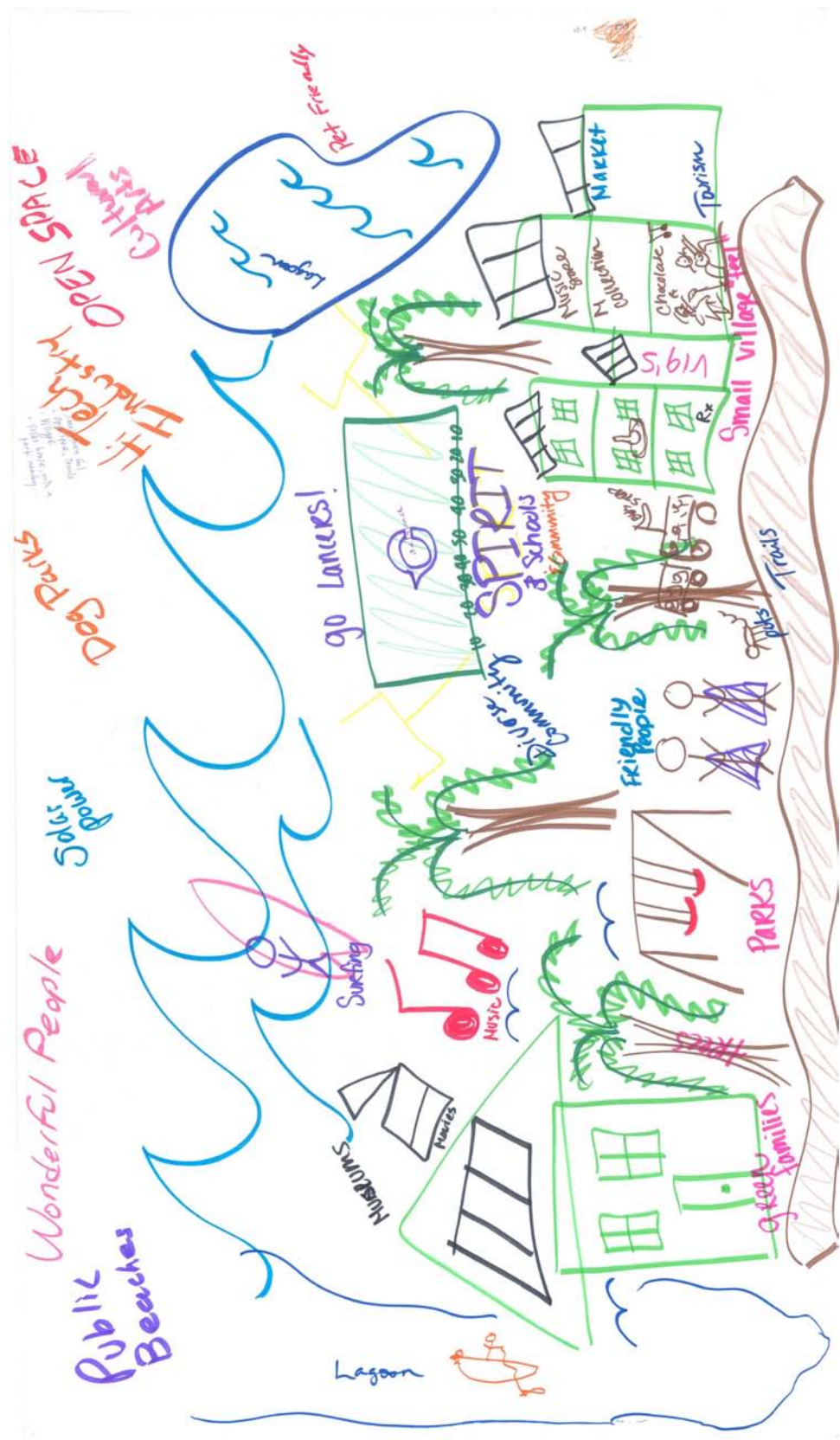


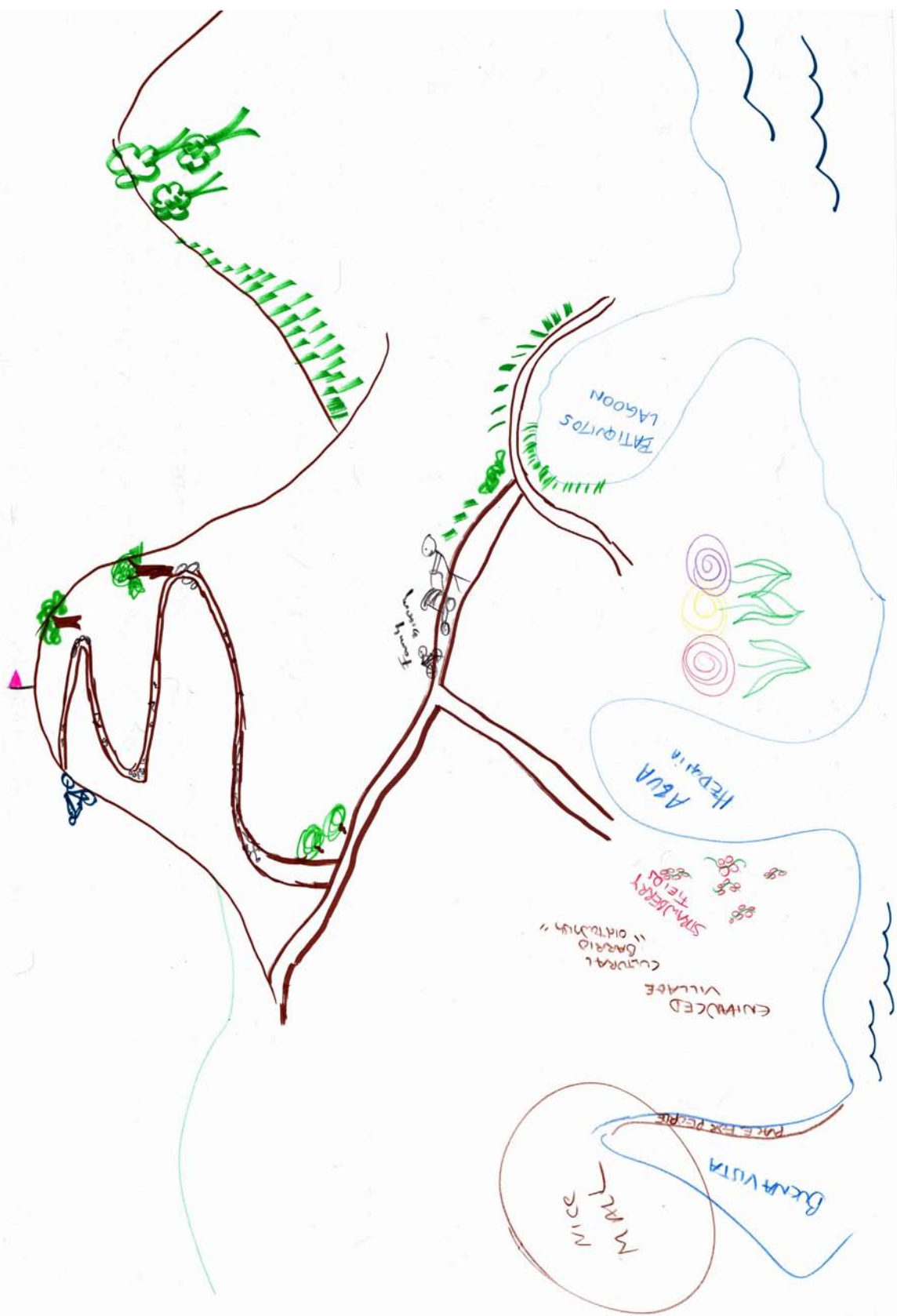


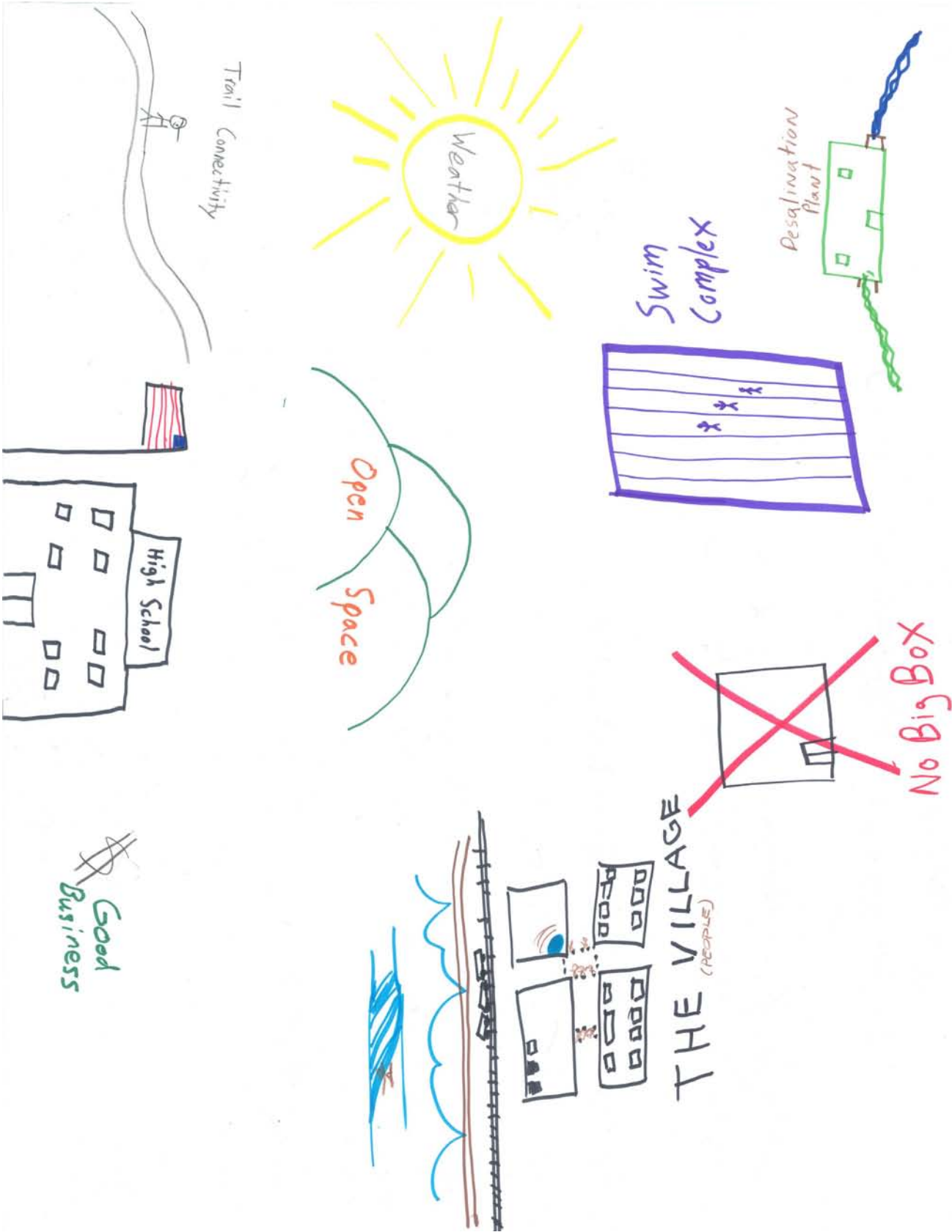


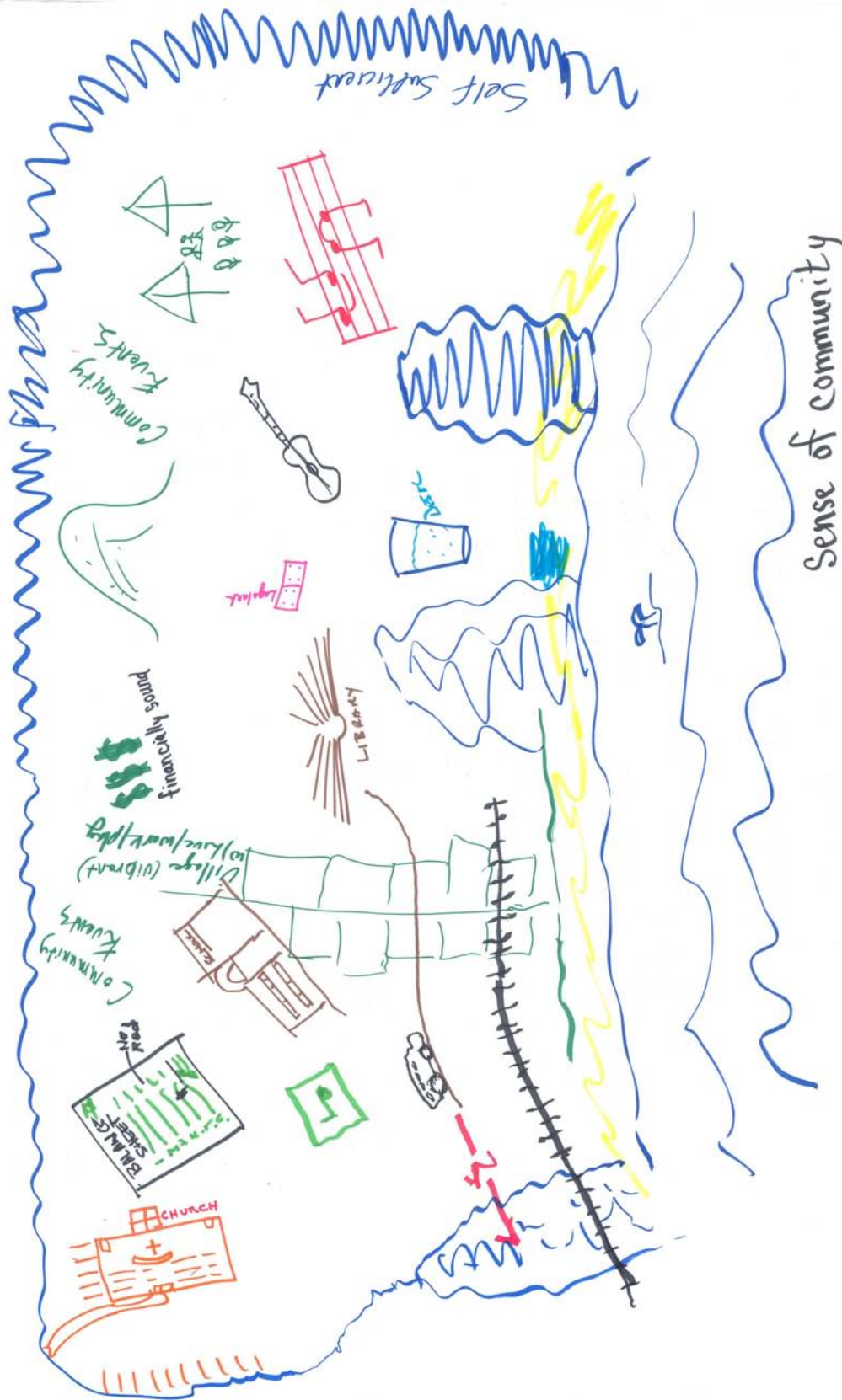






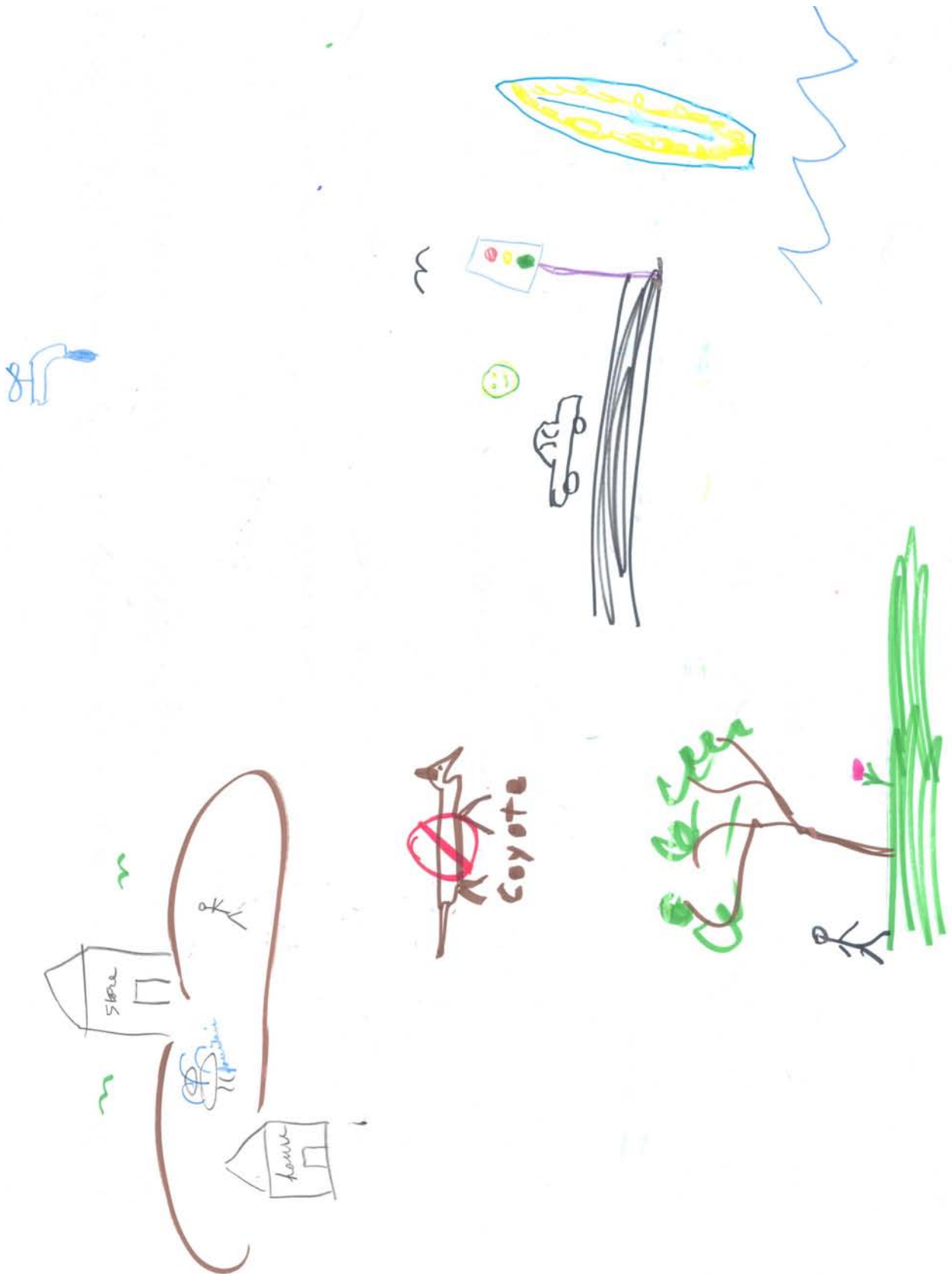




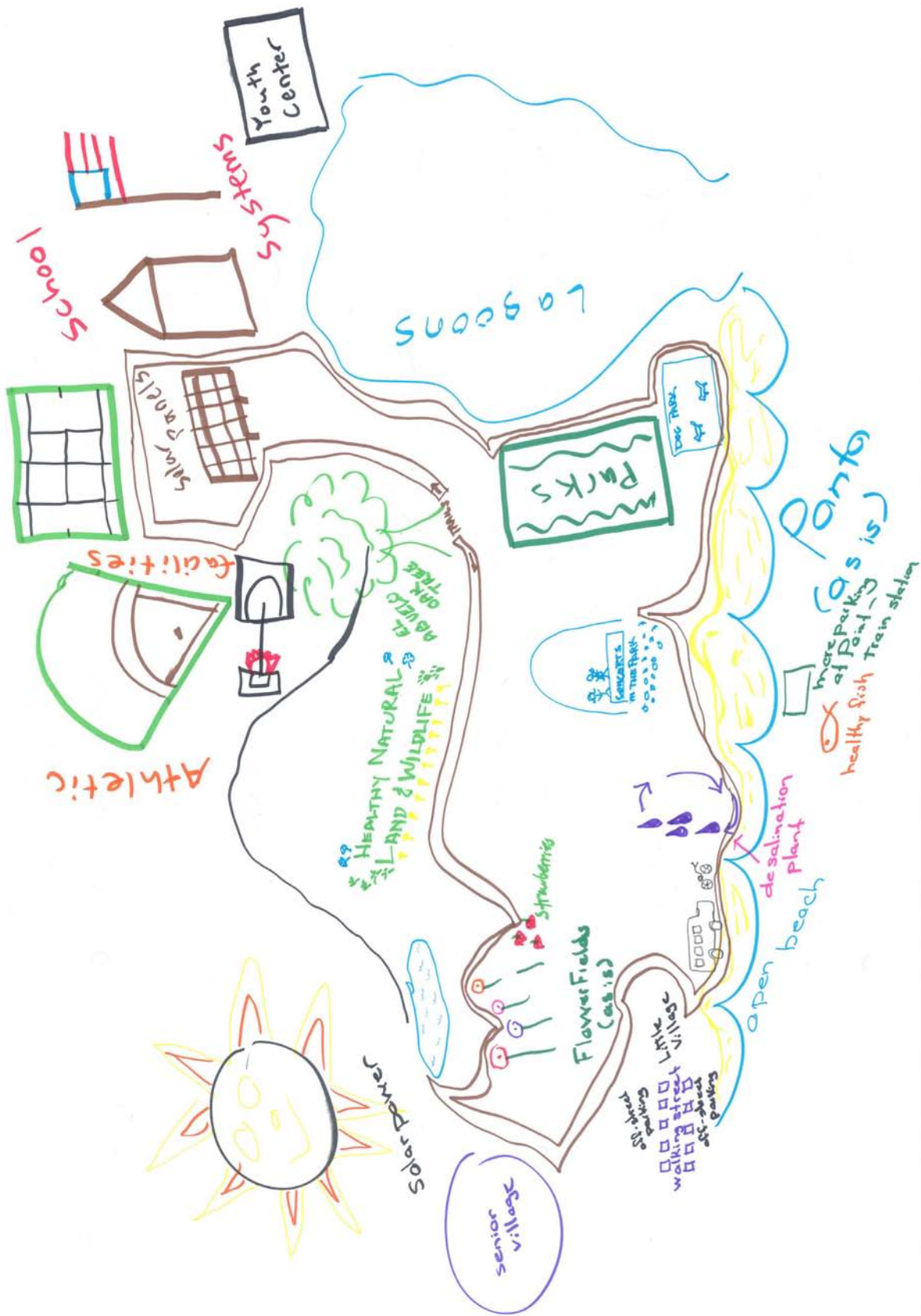


Sense of community



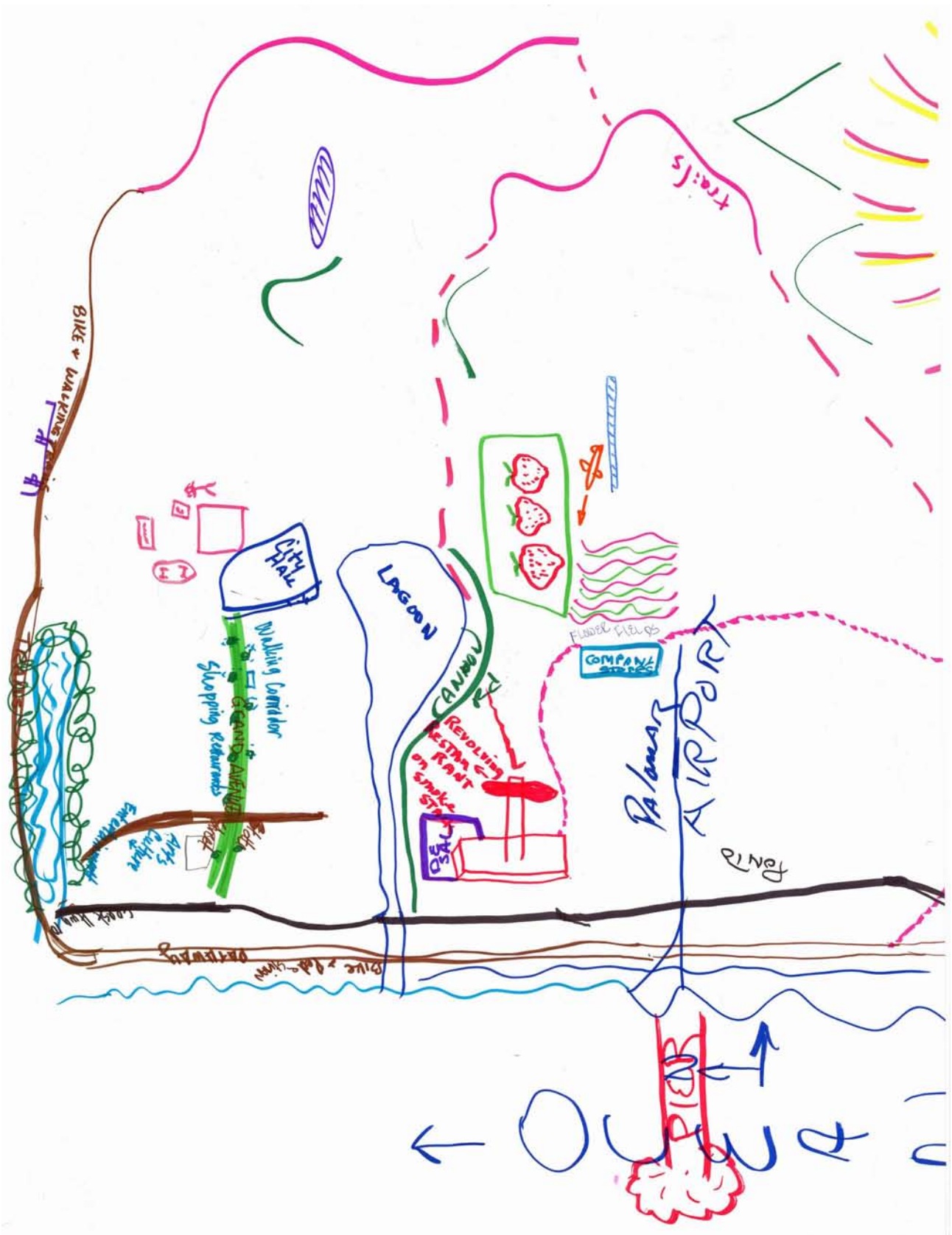




















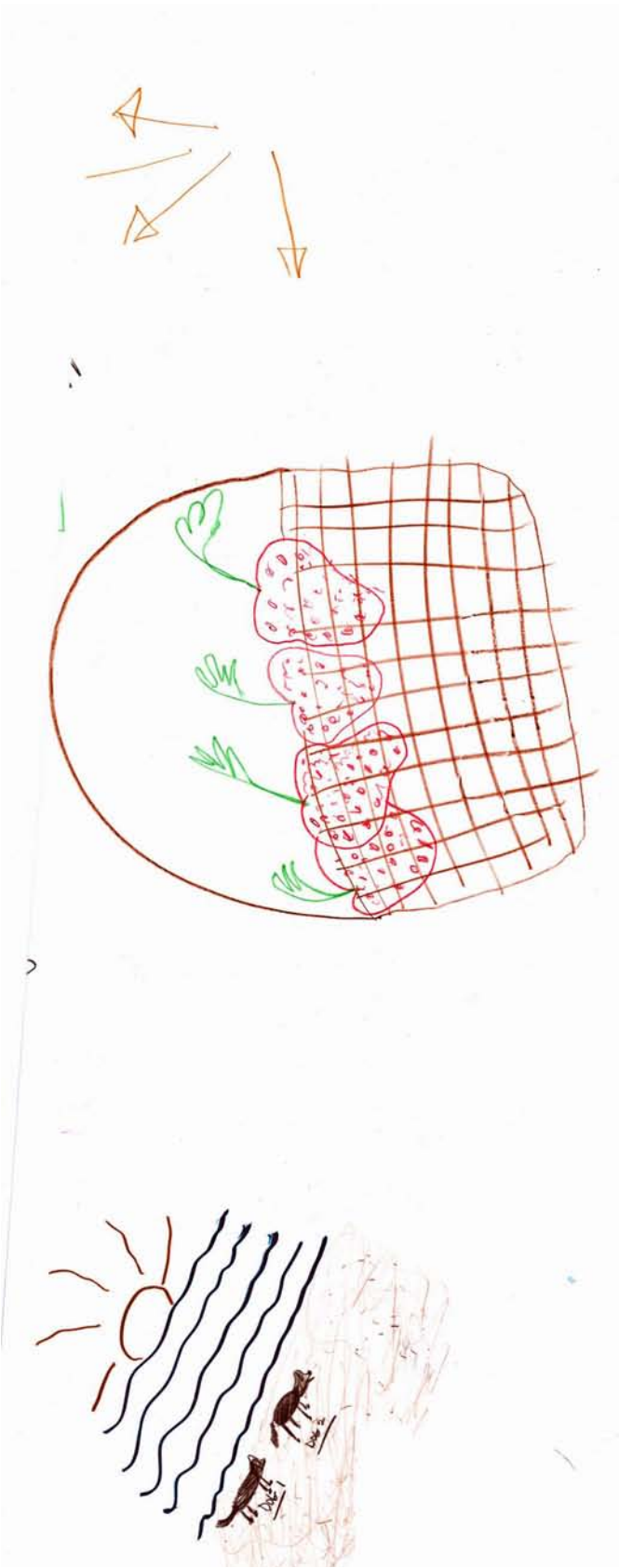






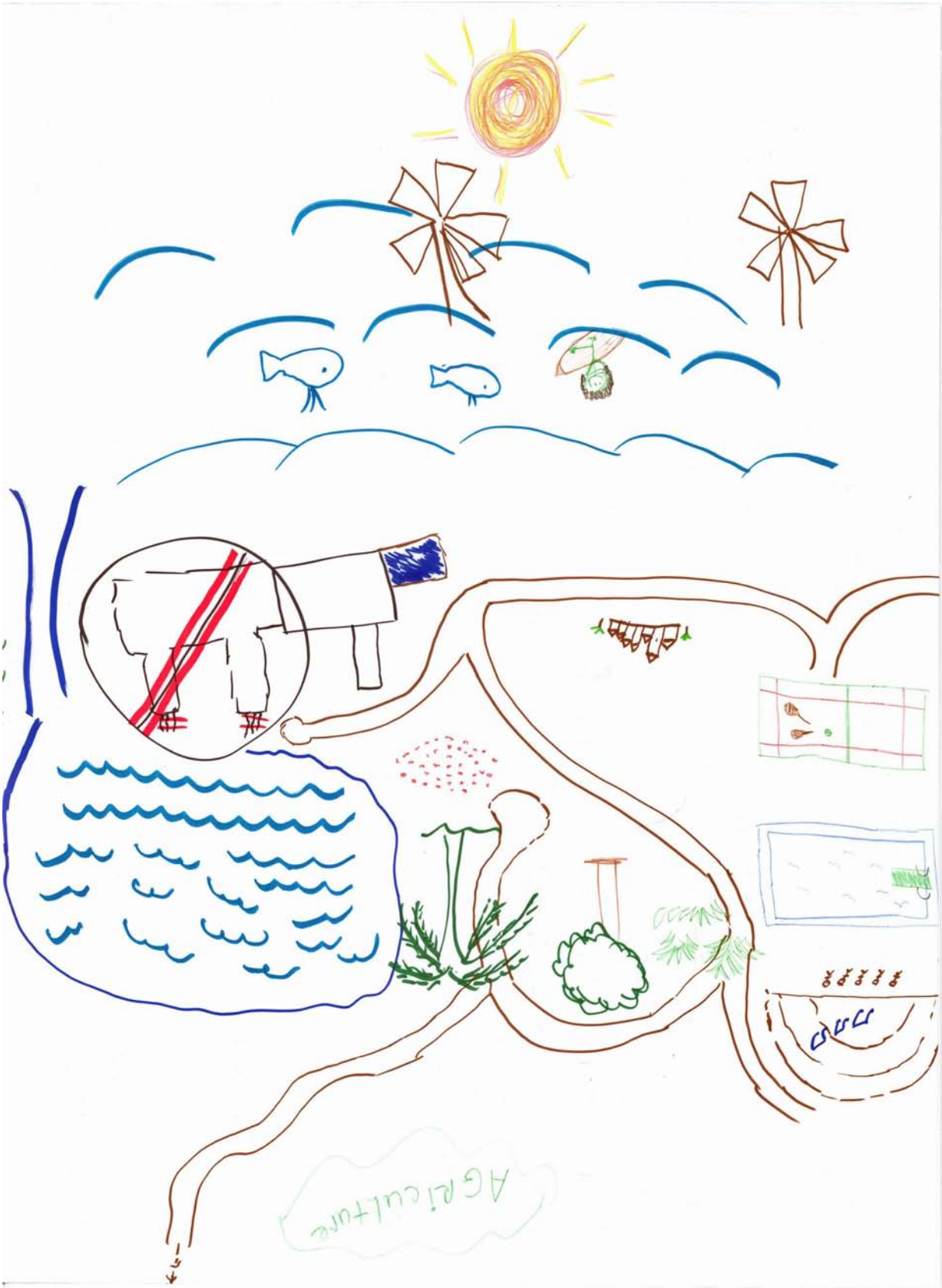


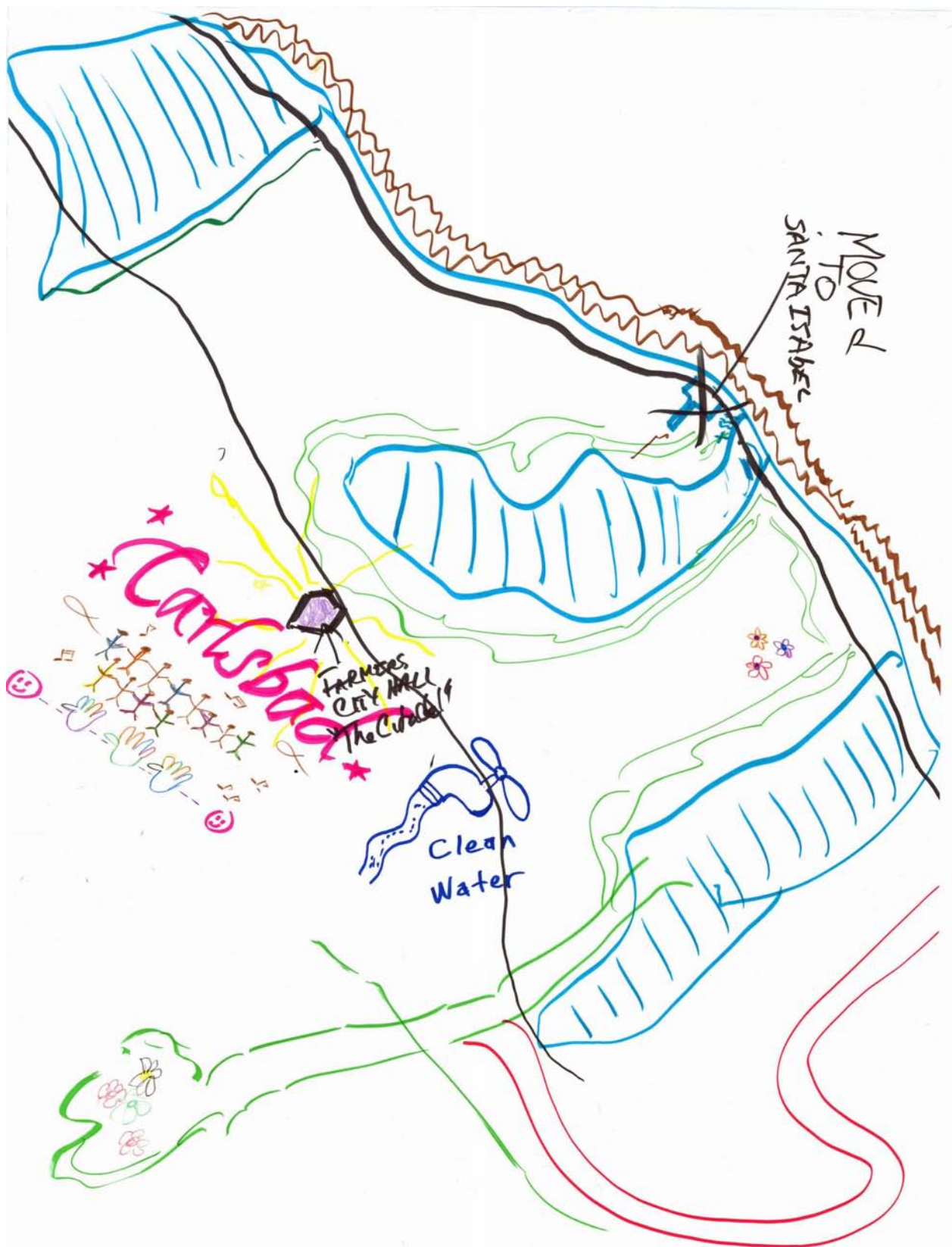






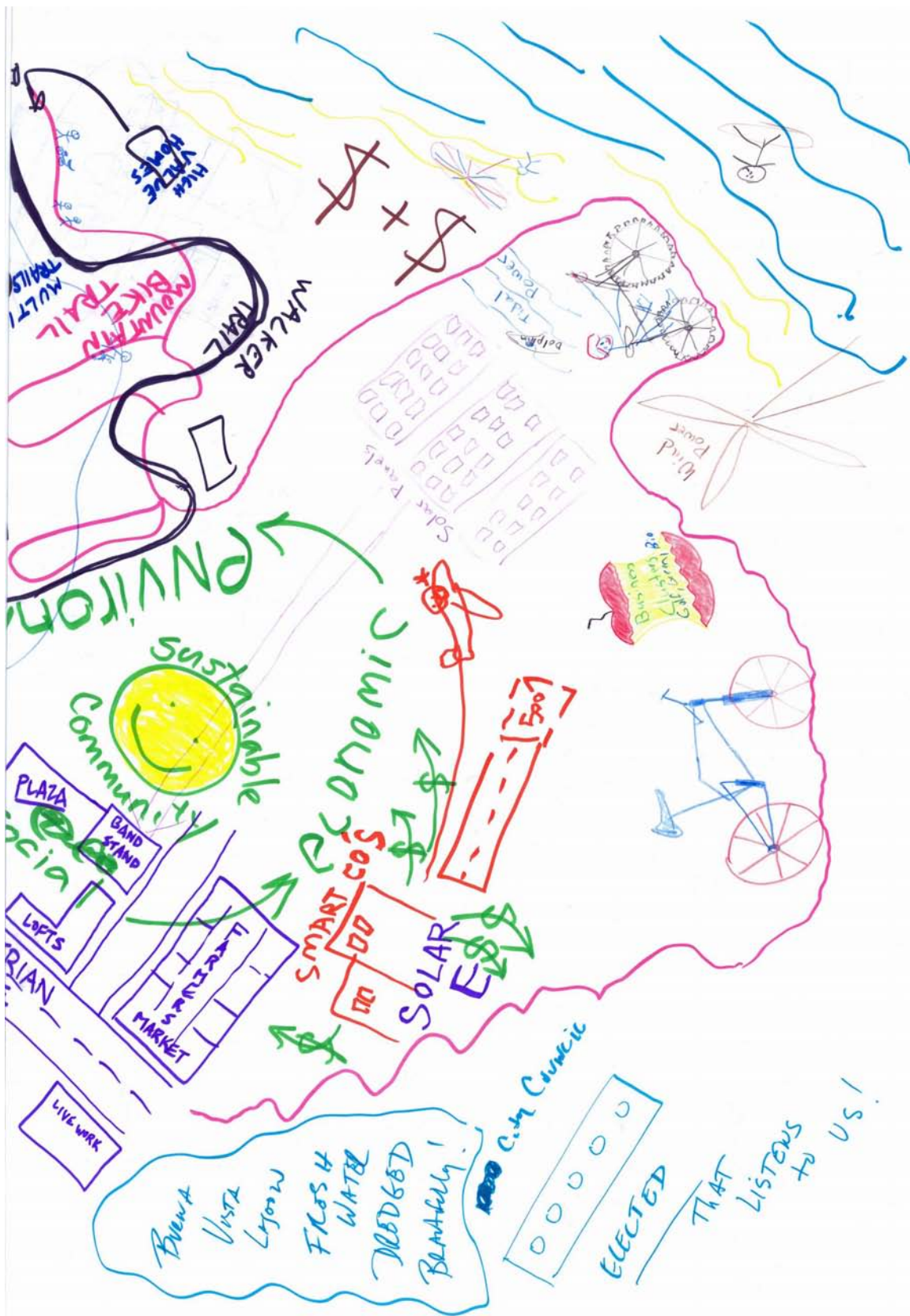


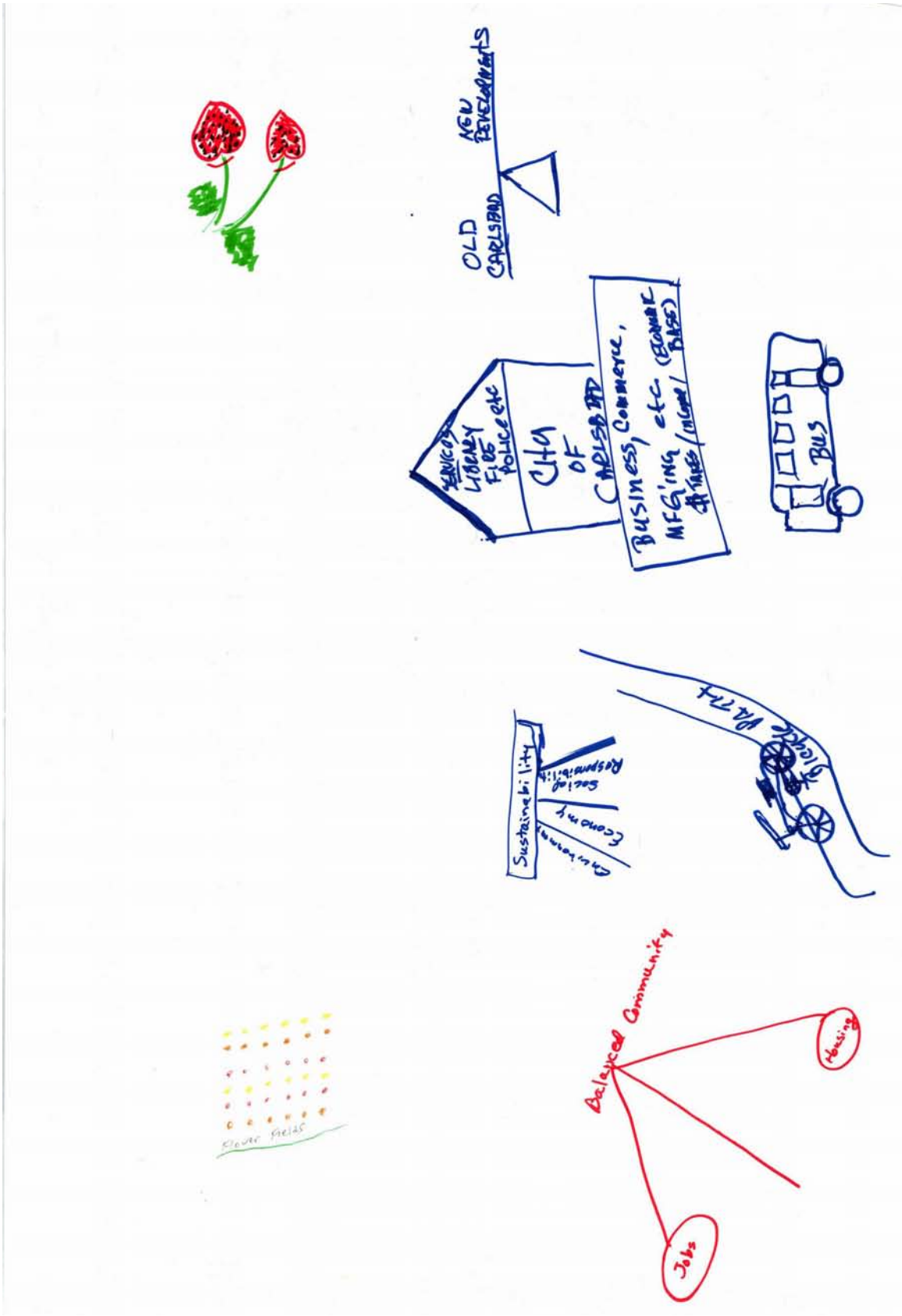




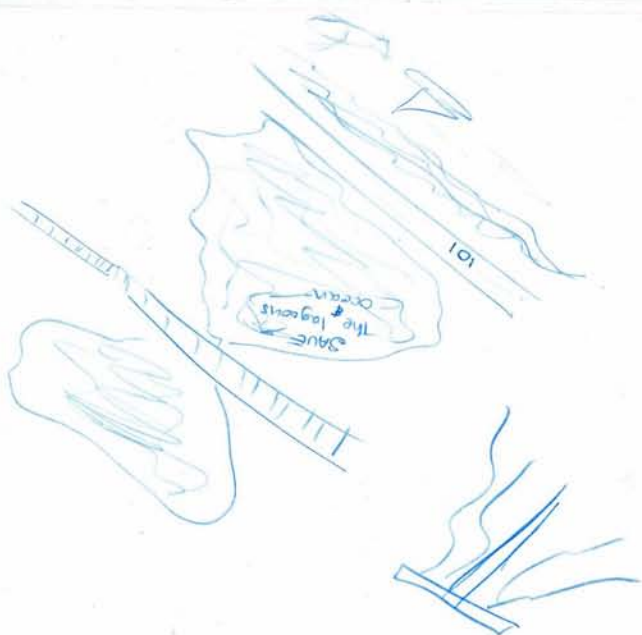
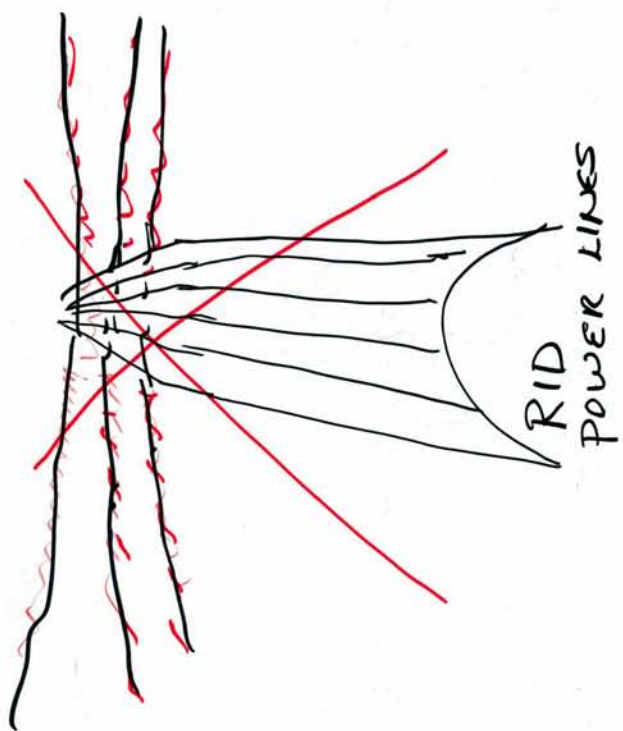
























envisionCARLSBAD

# Stakeholder Interviews Report

August 2009





## Envision Carlsbad Citizens' Committee

EC <sup>3</sup> Primary Member	EC <sup>3</sup> Alternate Member
Ken Alfrey	William Kloetzer
Fred Sandquist	David Robertson
Mat Huff*	Barbara Hamilton
Jim Farley	Farrah Douglas
Jim Comstock	Jack Cumming
Hap L'Heureux	Robert Nielsen
Gina McBride	Mike Howes
Julie Baker	–
Eric Larson	–
Paul Thompson*	Jean Moreno*/Greg Nelson
Diane Lantz	Allen Sweet
Kirk Cowles	Joseph Troya*/Guy Roney
Diane Proulx	Glen Etherington
Lisa Tuomi-Francis	David Lloyd
Jeff Segall	Robert Gates
John O'Reilly	Jim Bradley
Kent McCormick	Jeanne Sprague-Bentley
Andrew Benson	Sean Sexton
Sean Bentley	Chris Korogi

\*Member resigned from the EC<sup>3</sup> prior to the date of this report.

## City Staff

Gary Barberio, *Assistant Planning Director*  
Chris DeCerbo, *Principal Planner*  
David de Cordova, *Principal Planner*  
Sandra Holder, *Community Development Director*  
Jennifer Jesser, *Senior Planner*  
Rachel McGuire, *Communications Coordinator*  
Barbara Nedros, *Administrative Secretary*  
Don Neu, *Planning Director*  
Heather Pizzuto, *Library Director*  
Kristina Ray, *Communications Manager*  
Glen Van Peski, *Senior Civil Engineer*  
Colette Wengenroth, *Finance Manager*

## Consultant Staff

### **DYETT & BHATIA**

Urban and Regional Planners

Rajeev Bhatia, *Principal*  
Melissa McMahon, *Associate*  
Diana Nankin, *Senior Graphic Designer*



# Stakeholder Interviews Report

August 2009





## TABLE OF CONTENTS

---

1	INTRODUCTION.....	1
1.1	Envision Carlsbad .....	1
1.2	This Report.....	2
2	STAKEHOLDER INTERVIEW PROCESS.....	3
2.1	Schedule and Attendance.....	3
2.2	Organizations Interviewed .....	3
2.2	Interview Materials and Process.....	4
3	INTERVIEW THEMES.....	5
3.1	Analysis Methodology .....	5
3.2	Major Themes Discussion .....	6
3.3	Secondary Themes Discussion .....	14
3.4	Government Role.....	16
3.5	Closing and Next Steps .....	19
	APPENDIX A: LIST OF ALL ORGANIZATIONS INVITED AND INTERVIEWED .....	21
	APPENDIX B: STAKEHOLDER INTERVIEW GUIDE.....	23
	APPENDIX C: LIST OF CODED STAKEHOLDER COMMENTS .....	27





# 1 INTRODUCTION

## 1.1 Envision Carlsbad

Envision Carlsbad is a City-sponsored community visioning process that invites residents to work together to create a new vision and plan for Carlsbad's future. For the past two decades, Carlsbad has been growing and developing based on the premise of available land to accommodate a growing population. Carlsbad's basic guiding documents, such as the General Plan, were created on that premise. Today, however, with the city almost 90 percent built-out, development will occur primarily through infill and redevelopment. New opportunities and challenges are emerging related to the protection and enhancement of the city's attractive setting and quality of life that residents value. City leaders are looking for community guidance on which direction to take Carlsbad in the future.

Envision Carlsbad is providing community members and stakeholders with a variety of opportunities to participate in the creation of a future vision that reflects the community's most important values and priorities. Opportunities include:

- Envisions Carlsbad Citizens' Committee (EC<sup>3</sup>);
- Community workshops;
- Stakeholder interviews;
- Community-wide survey (mail and online);
- Citywide mailed newsletters; and
- the Envision Carlsbad website.





In Fall 2009, input received from these processes will be synthesized into a report describing the community's vision for its future. This vision document will identify the most important quality-of-life factors that should be considered when making city operational and budgetary decisions, and it will provide the framework for updating important City planning documents such as the General Plan, the Zoning Ordinance, and the Local Coastal Program.

## 1.2 This Report

This report describes the process and results of one of the important components of Envision Carlsbad: the stakeholder interviews. This report is the third in a series of reports summarizing the results of public participation activities held as a part of Envision Carlsbad. Earlier reports include the Community Workshops Report and the Public Opinion Visioning Survey Report, both completed in June 2009, and available through the Envision Carlsbad Website ([www.envisioncarlsbad.org](http://www.envisioncarlsbad.org)).

### Stakeholder Interviews

While all community members are “stakeholders” in Carlsbad’s long-term future, one-on-one interviews with individuals representing a spectrum of interests and organizations were conducted to explore issues and needs. The structure of the interviews enabled individuals to be more candid and in-depth than they otherwise might be in open community forums, and allowed questions to be focused on topics most germane to the mission of the organization the individuals represented. Unlike the public opinion survey and workshops, the stakeholder interviews also included non-residents who conduct business in Carlsbad, as well as people who work for organizations that serve Carlsbad residents, including some (such as affordable housing providers), who might be based outside the community. In this way, stakeholder interviews were focused on getting input from groups or individuals who might not have been involved in Envision Carlsbad otherwise.

### Report Organization

The rest of this report is organized into sections describing the stakeholder interview process and participation and the major emerging themes. Uniquely, the themes in this report were compared as they emerged to those identified in the Community Workshops Report and the Public Opinion Vision Survey Report. Similarities and differences are highlighted in order to provide more guidance for the tailoring of the overall Carlsbad Community Vision.



## 2 STAKEHOLDER INTERVIEW PROCESS

---

### 2.1 Schedule and Attendance

Stakeholder interviews were conducted from January to May 2009. With the input of City staff and the EC<sup>3</sup>, 134 organizations were invited for interviews. Of these, 81 organizations were scheduled to participate. Interviews were typically attended by one, two, or three members of an organization; however, in a few cases as many as six persons attended at one time. In some instances—such as organizations involved with lagoon conservation and restoration—multiple organizations were interviewed at one time. Through these interviews, City staff and consultants spoke with over 142 individuals who represent a stakeholder interest in the community, some of whom did not have the chance to participate in either the public opinion survey or the community workshops.

### 2.2 Organizations Interviewed

A complete list of organizations invited and interviewed is provided in Appendix A. These included local businesses in fields such as biotechnology, automobile sales, real estate, retail, entertainment, hospitality, and manufacturing. Non-profit or volunteer organizations interviewed represented interests such as environmental preservation, the youth, seniors, lagoons, arts and culture, the libraries, bicycling, sports leagues, specific neighborhoods, affordable housing, homelessness, and people



with disabilities. Still other organizations interviewed represented local schools and parent-teacher associations, religious communities, and county or regional bodies.

## 2.3 Interview Materials and Process

Stakeholder interviews were typically conducted with one interviewer and one note-taker. Training was provided by the City Communication Manager on techniques to use to assure a successful interview. A guide was prepared for use by interviewers to help ensure consistent interview styles and scope, even when different people conducted interviews. The guide provided space to record the date, time, interviewer(s), and interviewee(s); introductory information about the Envision Carlsbad process; and five basic guiding questions as a starting point for dialogue, and moving the interview along. The guiding questions were:

- As a representative of [organization name], what do you value most about the Carlsbad community?
- As you look ahead to the next 10 to 20 years, what are three important challenges and three opportunities you anticipate for the Carlsbad community?
- What would be your organization's advice to the City for addressing these challenges and opportunities?
- What would make Carlsbad a better place to live, work, and play today and in the future?
- What other thoughts can you share about Carlsbad's future?

The original interview guide is provided for reference in Appendix B.

Most interviews occurred during work-day hours at either the Library Learning Center or the Planning Department offices. Interviews were spaced one-hour apart but typically took 45 minutes to an hour to complete, with single-person interviews generally running shorter and larger group interviews generally taking more time. Before closing each interview, interviewers asked participants what else they knew about the Envision Carlsbad process, and pamphlets about the survey, workshops, and website were provided as necessary to encourage ongoing participation.



## 3 INTERVIEW THEMES

### 3.1 Analysis Methodology

Themes emerging from the interviews were determined through a process of compiling, coding, and analyzing interview notes. Specifically, all interview notes were reviewed in digital format, and issue or theme statements were copied directly from the notes into a spreadsheet. Each statement was assigned an organization type (e.g. “Business”) and one or more codes that categorized the statement. For instance, the statement “Beautiful community that is well-kept and has a nice image” was coded with “Community Character,” and the statement “the lagoons could be restored to be productive in shellfish... this would create income and habitat” was coded first with “Environmental Protection” and secondarily with “Economy.” When interview statements aligned with the emerging vision direction as informed by the workshops and survey reports (as presented at the June 10, 2009 EC<sup>3</sup> meeting), codes similar to those themes were employed to show the consistency.

Once all of the stakeholder comments were coded (over 1,000 theme statements were identified, or an average of 14 theme statements per interview), they were sorted by code, and related codes were grouped. A record of all the coded statements grouped by theme is provided in Appendix C.

The sections below first list the key themes that emerged in this analysis, and then go into more detail for each theme, including describing the ways in which the themes are similar or different from other Envision





Carlsbad outreach results. The themes are described in terms of what stakeholders would like to see happen or continue into the future, and discussed in order by number of stakeholder groups who mentioned the theme, with major themes being mentioned by roughly 50 percent or more of stakeholder groups.

As with the community workshops, it is important to recognize that the themes and issues presented in this report are not necessarily representative of the opinions of the community at large, or a comprehensive assessment of opportunities and challenges. The stakeholders were not randomly sampled from the population nor were their responses weighted, as in the case of the opinion survey, to better match the characteristics of the population as a whole. The stakeholders do not speak for the community, but rather they speak for themselves and their organizations. Nonetheless, the stakeholder interviews are valuable for confirming and refining the vision emerging from community engagement and outreach.

## 3.2 Major Themes Discussion

### Maintaining Carlsbad's Image, Character, and Community Connectedness

*Carlsbad cares about community.*

---

About three-quarters of stakeholder groups described maintaining Carlsbad's image, character or sense of community connectedness as important to their vision of Carlsbad. Most of the images of Carlsbad expressed by stakeholders—"beautiful," "well-kept," "clean and quiet," "safe," "rural," "well-planned," "a reputation for doing things right"—are important facets of Carlsbad's appeal. From one business perspective, Carlsbad was identified simply as "the best community in Southern California" according to their own market research when deciding where to do business. It is not only the outside "image" of Carlsbad that is strong, but the "feel" of being in Carlsbad, described as a combination of "big city atmosphere and small beach community feel," and as "quaint and traditional, but not antiquated." Still other stakeholders highlighted the human aspect: "Carlsbad cares about community." Stakeholders identified Carlsbad as family-friendly, progressive, and having a culture of giving. Relationships and friendships were often described as one of the most valuable things about the Carlsbad community. With nature's added benefits of light, scenery, coastline, and weather—what one stakeholder described as "the best



climate in the world”—Carlsbad’s overall image is both a testament and a contributor to the City’s success.

Nonetheless, stakeholders also emphasized the importance of Carlsbad actively maintaining and improving its image, character, and community connections. A few stakeholders felt that Carlsbad has yet to, but should, form a unique identity “beyond being a bedroom community for San Diego.” Other stakeholders felt Carlsbad lacked a strong sense of community, with some specific concerns about the use of the four geographic quadrant distinctions, as well as a perception of weak community connections in multi-family apartment buildings. Many recommended that the City create more public gathering places and opportunities for community interaction.

In many ways this theme is similar to the feedback received through the public opinion survey and the community workshops. One important difference, though, was that the emphasis on the Carlsbad “image” from an outside perspective was somewhat stronger than the emphasis on “character” from a resident’s perspective. This was expected, however, since the stakeholder interviews were the only public participation component designed to engage non-residents.

### Supporting the Local Economy, Business, and Tourism

Though most stakeholders interviewed were not businesspeople, comments about supporting the local economy, business, and tourism were noted in about two-thirds of all interviews conducted, making the subject more prevalent in stakeholder interviews than it was in the community workshops. The comments tended to fit into one of four categories: concern about how the City would weather the overall economic downturn and adapt to changing economic conditions in the future, suggestions for improving the business environment, support for a more clear (and proactive) tourism strategy, and desire for more shopping, dining, and other amenities.

Stakeholders admitted it was difficult to look past the current economy when trying to envision Carlsbad’s future. The current economy constrains businesses’ ability to finance property acquisition, to invest in necessary repairs and improvements, to hire new employees, and to maintain a positive outlook overall. For example, the airport faces declining interest in private aviation, but also lacks the public investment and community-wide support to make the upgrades necessary to provide more commercial service. In another example, auto dealers face the dual challenge of reduced customer demand and reduced

*Carlsbad’s image is both a testament and a contributor to the City’s success.*

---

*The current economy constrains businesses’ ability to finance property acquisition, to invest in necessary repairs and improvements, to hire new employees, and to maintain a positive outlook overall.*

---





*The City may need to open up to new ideas for making businesses profitable in order to bolster long-term revenue streams.*

---

customer access to loan financing. In yet another example, stakeholder organizations providing social services expressed concern that the current economy is resulting in more demand for their services (e.g. food banks) at the same time that there is less funding to provide them. Beyond these current economic stresses, stakeholders also anticipate that buildout of the City will result in slower growth than the City has seen in the past couple decades, and thus less revenue to support public services. Stakeholders suggested that the City may need to open up to new ideas for making businesses profitable in order to bolster long-term revenue streams.

While some stakeholders described Carlsbad as “business-friendly” and “a strong financial community,” and a few businesspeople testified to having good working relationships with the City, the bulk of the comments about business identified a need to do more to retain and attract high-quality businesses. Some stakeholders suggested that zoning and permitting processes could be evaluated and refined to contribute to a more strategic approach to economic development. Acknowledging that it is expensive to operate a business in Carlsbad, others emphasized that better City communication and partnerships with the business community would be key to retaining businesses wooed by financial incentives elsewhere in the region. Still other stakeholders emphasized that the City should work to attract businesses that provide well-paying, professional (“white” or “green” collar) jobs.

According to several diverse stakeholders, tourism is an important economic opportunity for Carlsbad because it has the potential of bringing in income using the very resources that make the City attractive to existing residents—resources like the ocean and beach, lagoons, shopping and dining, and the arts, sports, and cultural events that happen throughout the year. Stakeholders made many recommendations to improve Carlsbad as a tourist destination, for instance: “develop the beachfront areas by building a marina or wharf,” “provide places to build world-class shopping,” “showcase artifacts within the City as a tourist attraction,” and “encourage more national-scale events.” Stakeholder comments about shopping, dining, and other amenities tend to go hand in hand with recommendations for improving the City as a tourist destination. Stakeholders suggested more and better restaurants, enhancement of the Westfield-Plaza Camino Real mall, more diverse shopping opportunities, more places to get healthy “fast” foods, and upscale groceries, restaurants, shopping, and arts.

In terms of the economy, business, jobs, and tourism, the City already has some great tools at its disposal. Multiple stakeholders recognized



the Chamber of Commerce as an important asset, and one described it as “one of the country’s best.” (This comment was not from the Chamber of Commerce.) Several stakeholders expressed appreciation for the support of the Chamber and the business community. The Business Expo sponsored by the Chamber of Commerce was also identified as a valuable event worth supporting into the future.

### Increasing Mobility through Walking, Biking, Transit, and Connectivity

Almost two-thirds of stakeholder groups mentioned some form of mobility improvement as a part of their vision for Carlsbad in the future. Most comments were about increasing walking, biking, and transit options, though many also related to street system connections and specific improvements to reduce congestion.

Many stakeholders recognized that the development pattern of the City today makes routine walking and biking difficult because of the distances between destinations: between neighborhoods and services, neighborhoods and recreation facilities, and neighborhoods and downtown or the ocean. The critique was not so much about biking for sport—Carlsbad is very popular with the competitive road biking community—but rather about integrating walking and biking into residents’ everyday lives. Stakeholders expressed an interest in more trails for walking and biking, as well as more mixed development so that destinations (such as parks) could actually be closer to home. Some stakeholders pointed out opportunities to connect existing trail networks to one another, as well as to the street bike and sidewalk network. Other stakeholders with an eye to equal access emphasized that details such as adequate curb cuts and tree shading would make sidewalks more appealing and accessible to residents. Interstate 5 and the train tracks were mentioned by stakeholders as big obstacles to walking and biking to the ocean. Stakeholders suggested that at least for I-5, the City would have to work closely with Caltrans in order to find a suitable solution to the problem. In addition to the City considering ways to improve the walking and biking network, stakeholders also pointed out that businesses and organizations should make it easier to park a bike in the course of routine activities such as going to work, school, shopping, or going to a restaurant to eat. Stakeholders also mentioned Safe Routes to School as a good program that would increase walking and decrease traffic during the morning and evening rush hours when kids are traveling to and from school.

*Several stakeholders expressed appreciation for the support of the Chamber and the business community.*

---

*Stakeholders expressed an interest in more trails for walking and biking, as well as more mixed development so that destinations (such as parks) could actually be closer to home.*

---



*Many stakeholders appreciated the City's success thus far in controlling and managing growth through land use decisions and regulations.*

---

In terms of public transportation, stakeholders suggested that provision of shuttle routes targeting the beach, the malls, the Village, hotels, major employment areas, medical facilities, the airport, and the train stations could increase accessibility for people who do not drive and decrease traffic congestion by providing drivers with other alternatives. Stakeholders suggested that the City partner with businesses in providing shuttle services. Stakeholders also suggested that it would be important to consult with the community when decisions about shuttle routes and stops are made.

### **Balancing Growth Management with Good Land Use and Urban Design**

Over 60 percent of stakeholder groups interviewed mentioned growth management or land use planning as important subjects to address in Carlsbad in the future. Similar to feedback received through the public opinion survey and the community workshops, many stakeholders appreciated the City's success thus far in controlling and managing growth through land use decisions and regulations. These stakeholders envisioned a future in which there is a greater mix of uses in the Village, density is linked to transit, services are available closer to neighborhoods, and more activities are possible along the coastline. However, many stakeholders expressed concern that in the future growth management and responsible planning would be a bigger challenge.

Opinions on how to manage growth diverged. Some stakeholders described a desire to maintain the small-town community character in Carlsbad, and expressed concern that more density or population growth would deteriorate those qualities of the city. Others, particularly the business community and related organizations, expressed concern that the City is not adapting quickly enough to the buildout situation, and that more flexibility should be built into the system so that appropriate infill development is possible. Some stakeholders specifically said that densities in the city should not increase; others specifically said that densities in the city should increase. Proponents of density increases most commonly referred to the downtown/Village, and usually recommended models of "smart growth" that include more housing and activities near transit, and more housing near services, as well as mixed-use development (such as housing above retail). Advocates of increased densities stated this would be the only way to develop while protecting open space. Still others mentioned that recent higher density development in the City has been dispersed, lacking good access to either transit or services.



Overall, the issue of land use decisions and conflicts arose as an integral part of stakeholders' conceptions of the challenges of proper growth management and long-range planning. Priorities included protecting the coastline, open space, and lagoons from incompatible uses in the future and protecting the airport from encroachment by incompatible uses such as residential. Using the coastline as an example, some stakeholders described specific uses they did not want to see as a result of growth in the future, such as high-rise hotels and condos which they felt would conflict with views and access to the ocean and beach. On the other hand, some stakeholders identified potential new coastline uses that they did want to see, such as restaurants, a pier, and a marina, all of which should be designed to enable more people to enjoy the views. In several cases stakeholders described good design choices as a way to accommodate necessary development while ensuring compatibility with surrounding land uses. Stakeholders generally advised the City to consider these potential conflicts when approving future infill or re-development projects.

Another frequently mentioned land use issue was parking. Some stakeholders thought there was a parking problem, particularly downtown, while others disagreed. Of concern to some was the impact of new growth and infill development on the existing parking supply, and the protection of free parking that provides access to the beach. Other stakeholders emphasized that an improved public transportation system would alleviate the pressure on parking downtown while also increasing access to the beach.

### Preserving Open Space and Environmental Assets

Close to one-half of stakeholder groups interviewed mentioned protected natural open space and other environmental assets as part of their vision for Carlsbad. Numerous stakeholders expressed appreciation for the existing City policies and programs that have led to the open space network that exists today. The primary open space assets described were lagoons, agricultural lands, and general habitat areas.

While some stakeholders discussed open space in terms of its human use (described in more detail below), others were desirous of open space primarily for undisturbed habitat. Some stakeholders expressed concern that the City has not acquired enough open space to protect it from future development. A related concern was that the City might wait too long and critical open space connections would be lost as land is developed. Instead, stakeholders suggested the City should

*Numerous stakeholders expressed appreciation for the existing City policies and programs that have led to the open space network that exists today.*

---



*While one stakeholder asked for more of “anything that provides physical activity,” other specific facilities and programs in demand include fields for soccer and lacrosse, swimming pools, play areas for small children, and activities for teens.*

---

take immediate steps to preserve the land most important to strategic maintenance of the overall open space network. For some stakeholders, greater open space coincided with their desire to limit population growth in the city.

Another open space purpose was agriculture. Some stakeholders expressed concern that people no longer make the connection between agricultural production and consumption. Stakeholders brought up the agricultural history of the region and their belief that Carlsbad as a community does not sufficiently celebrate farmers and this history. On the other hand, other stakeholders expressed frustration that the notion of agriculture today may be romanticized and too disconnected with economic reality. While some stakeholders expressed interest in preserving the strawberry and flower fields along the Cannon Road corridor as agricultural uses, others questioned their long-term feasibility without substantial public financial subsidies.

### Improving Outdoor Recreation Access and Activities for all Ages

Somewhat different than the comments about preserving open space for habitat and natural resource purposes, almost half of stakeholder groups interviewed mentioned active open space and recreation as an integral aspect of a livable community. These stakeholders were particularly interested in increasing the community’s access to outdoor recreation opportunities and facilities. For some the principal consideration was quantity—they would like the City to develop more parks and fields for active use, or make school parks available through expanding joint-use programs with school districts. While one stakeholder asked for more of “anything that provides physical activity,” other specific facilities and programs in demand include fields for soccer and lacrosse, swimming pools, play areas for small children, and activities for teens.

Some stakeholders saw the need for appropriate delineation of parks, trails, and open space matched to actual users. For example, one stakeholder claimed that some of the city’s parks are underutilized because they are not designed to meet people’s needs. Another stakeholder felt that there is a need for more recreation opportunities for teens, and that in particular parks are not geared to teens. Other stakeholders identified problems with the definition of “trail,” in that desirable trails for walkers, bikers, and recreational motorcyclists have different needs, and should be separated as part of trail designations. These stakeholders suggested the City should obtain more input directly from user





groups prior to making decisions about the development of outdoor recreation facilities such as parks and trails.

### Pursuing Sustainability

About 40 percent of stakeholders either mentioned sustainability or “greenness” explicitly or commented on topics such as water conservation and desalination or energy use and generation that are closely tied to sustainability.

The proposed desalination plant was frequently mentioned, and those who spoke on this topic often supported it, although some saw this as being energy inefficient, and emphasized the need for water conservation and increased use of recycled water. The “purple pipes”/reclaimed water were mentioned as a good example of the City’s effort thus far, but some stakeholders expressed concern that a complete parallel system would be expensive and potentially infeasible. Other recommendations for sustainable water management included reduction of impervious surfaces (to increase infiltration), installation of and education about smart irrigation controllers, treating wastewater to drinking water standards, and watershed-level conservation coordination. Stakeholders also mentioned enhancing recycling and composting to reduce waste as another way of striving for sustainability.

Stakeholder comments about energy ranged from support for a new power plant to opposition, raising energy rates to encourage conservation, and installation of solar panels in parking lots. Some stakeholders felt that Carlsbad “could become an incubator for alternative energy, research for energy, pulling the city itself off the grid.” By “looking for ways to be the Silicon Valley of energy,” the city could eventually be energy self-sufficient and even consider renewable energy generation as “the next major revenue source for the City.”

A pervasive theme was a desire to see Carlsbad emerge as a leader in green development and sustainability. Stakeholders recommended the City use public dialog to continue to gather sustainability ideas, and consider appointing a “green coordinator” on staff to foster public/private partnerships on sustainability initiatives.

*By “looking for ways to be the Silicon Valley of energy,” the city could eventually be energy self-sufficient and even consider renewable energy generation as “the next major revenue source for the City.”*





### 3.3 Secondary Themes Discussion

#### Increasing Affordability and Housing Options

*One stakeholder stated,  
“This is not a  
community where  
people live, it’s for work  
because it’s too  
expensive to live here.”*

---

While there was some ambiguity on this subject in the results of the community survey, numerous stakeholders (almost 40 percent of groups interviewed) noted housing affordability as an issue affecting families, businesses, and other organizations in Carlsbad. One stakeholder stated, “This is not a community where people live, it’s for work because it’s too expensive to live here.” Some stakeholders expressed concern that Carlsbad’s youth would be unable to afford to live in the city when they grow up. One stakeholder felt that even low-income families have more housing options in Carlsbad than middle-income ones because the latter do not qualify for the same kinds of assistance available to the former.

From an employer’s perspective, several business representatives mentioned that many of their employees would like to live in Carlsbad, but are unable to afford to do so. These employees commute from outside the city, exacerbating local traffic congestion. Several employers mentioned that the expensive housing market in Carlsbad, despite the recent downturn, is a detriment to attracting and retaining employees, and adds to the cost of doing business as employees expect higher compensation.

In addition to housing, some non-profit stakeholders would like to see affordable meeting locations in the city. Non-profits looking to expand their services into Carlsbad also mentioned the lack of availability of suitable, affordable office space for purchase or for rent.

Some suggestions for addressing the affordability issue include permitting more duplexes to fill the need for somewhat smaller, more affordable units, and directly supporting housing priced and marketed for employees who work in Carlsbad. A recommendation related to office space was to consider ways of improving or revising lease terms for city-owned buildings well in advance of leases expiring, so businesses or organizations have a chance to consult with the City before considering relocating to a less expensive location.

#### Providing Services for Community Health and Safety

There were a substantial number of comments from stakeholders pertaining to services for community health and safety. These touched on the needs of the homeless, senior citizens, and veterans, as well



as physical and mental health services and public safety services in general. A number of stakeholders were appreciative of the low crime rate and quality policing and hoped that would continue into the future. Stakeholders pointed out that there will be new needs based on a changing (aging) population, particularly if Carlsbad wants to be a multigenerational community. Specific suggestions for new services or facilities included a hospital and other medical services within the city, new retirement living options near services and transit, better signage to warn drivers to watch out for bikes and pedestrians, better lighting along streets and alleyways at night, and more sidewalks.

### Revitalizing the Downtown/Village and Barrio

Revitalizing the downtown/Village and the Barrio neighborhood was a recurrent theme that cut across stakeholder interests and was closely related to other comments about business, the economy, and shopping and dining. Most who spoke on the topic felt that the Village's potential as an attractive destination for residents and visitors remains unrealized: "Carlsbad's Village is a little bit aged and dimmer than it was in the past. When people get off the train, there should be a reason to stop there again." Another stakeholder felt that "a kind of vibrancy is missing here." Other phrases used include "the Village area is strange and would benefit from a sense of coherence," and "there is no 'there' there."

Nonetheless, according to one stakeholder, "The Village is an example of walkability from the old days." Another observed, "The downtown 'bones' are good and it has good mixes. There's opportunity for people to live, work, and play there, but not in the rest of Carlsbad." Recommendations to improve the Village included adding more interesting shops and restaurants, more parking, and generally increasing "diversity, visibility, and people" in the area. Some people saw in the Village an opportunity to add more housing proximate to transit and services, which would also take pressure off of development elsewhere and help protect open space in the city.

Lastly, stakeholders noted it was important not to forget the Barrio neighborhood when planning for the revitalization of downtown. Rather, organizations and community members based in the Barrio can contribute ideas to shape City investment in these areas and to celebrate the history and culture of the neighborhood. Stakeholders described the Barrio neighborhood as a "diamond in the rough" – it is in a great location close to the ocean, but absentee landlords do a poor job taking care of properties. Stakeholders would like the City to put more effort into cleaning up the

*Stakeholders pointed out that there will be new needs based on a changing (aging) population, particularly if Carlsbad wants to be a multigenerational community.*

---

*"Carlsbad's Village is a little bit aged and dimmer than it was in the past. When people get off the train, there should be a reason to stop there again."*

---



Barrio neighborhood through pro-active code enforcement and a greater police presence, traffic calming, and better lighting. Stakeholders felt the same zoning should apply to the Barrio that applies to the Village, with mixed-use in key locations and density and height increased to provide a stimulus for new, more walkable development. Stakeholders also requested that the City facilitate safe pedestrian beach access from Chestnut Avenue. Finally, the City should help to celebrate the history and culture of the Barrio through ongoing support of the Fiesta del Barrio, neighborhood beautification competitions, and the consideration of a new Barrio Museum.

### Maintaining High-Quality Schools and Expanding Educational Opportunities

Several stakeholder groups commended the high-quality school system in Carlsbad, and emphasized the need to maintain high-quality schools and expanded educational opportunities for all ages. While these stakeholders value what the schools and school districts currently have to offer, they also noted inequalities in educational quality and facilities among the three different school districts that serve Carlsbad, and hoped to see these reduced. Stakeholders saw the City supporting education efforts in a few specific directions: advocacy for an institute of higher learning (college, university) to locate in Carlsbad; development of partnerships with businesses and schools to encourage learning projects and specialized courses in up-and-coming trades (green business and design, for example); and creation of more learning opportunities, particularly for the retired, parents, and those who speak English as a second language.

*Stakeholders also described the potential for converting old warehouses to studios in an effort to promote art.*

---

### Supporting and Expanding Art and Cultural Resources

About a quarter of stakeholder groups interviewed identified the need to support and expand art and cultural resources. Stakeholders expressed appreciation for the libraries and the cultural events currently supported, such as Jazz in the Parks and the Barrio Fiesta; however, many stakeholders said that more events and resources are needed. Some specific suggestions included building a new entertainment venue capable of hosting large performances that would draw a regional crowd, developing a new Barrio Museum, providing more affordable spaces for art production and public display, hosting more cultural events during the year, and working with local tribes to develop new ways to promote and display information about local Native



American tribal heritage. Stakeholders also described the potential for converting old warehouses to studios in an effort to promote art.

### 3.4 Government Role

Stakeholders were specifically asked about what the City could do to help them better support their missions and objectives, and help realize their vision for Carlsbad's future. Many stakeholders congratulated the City for good planning and decision-making, for consistency, and for support. Stakeholders commented that the "City had a good plan for development and executed it well," "Carlsbad is governed far better than other cities," and the "quality of life in Carlsbad is outstanding" and "this is due to good government and excellent service from City employees." A majority of stakeholders (87 percent of groups interviewed) identified government practices and attitudes as integral to the City's past and future success. Below is a summary of major points related to the government role in ensuring the community's vision for Carlsbad can be achieved in the future.

*The "quality of life in Carlsbad is outstanding" and "this is due to good government and excellent service from City employees."*

#### Supporting Civic Engagement and Open Communication with the Community

Many stakeholders expressed appreciation for the communication between City government, staff, and community members. Some said it was easy to participate through resources such as the City website and weekly Council meetings. Others, however, expressed a feeling of being disconnected from civic affairs, and desired more opportunity to engage with government decision-makers. Suggestions offered included more diverse appointments to citizen committees, using technology (such as wireless networks) to improve communications systems, and communication and involvement opportunities designed to reach the business community (e.g. connect the Economic Development Department with the business community) and younger adult residents specifically. A few stakeholders mentioned that their organizations' members would like to volunteer—for City government functions or for other efforts in the City—but are not readily able to identify opportunities to do so; the City could help by devoting its resources (such as the City website) for connecting volunteers with opportunities.

*"Carlsbad is tough. Fees are high and sometimes change several times in a process. It is difficult to get the City to sign off on engineering, to say 'we are done.'"*

#### Supporting Local Organizations and Businesses

Several stakeholders expressed appreciation for the support the City has offered for their business or organization in Carlsbad. In some



*Carlsbad is capable of being a regional leader and role model if it will make the difficult choices, collaborate with neighboring communities, and share resources.*

---

cases the support was in the form of good relationships with staff or elected or appointed officials, in other cases the support was financial. Along with this appreciation, though, came suggestions that the City continue to think of ways that it could better support business and organizations.

While several stakeholders from the business community found the City very cooperative, some others expressed frustration with the time and expense associated with permitting processes. According to one stakeholder, “Carlsbad is tough. Fees are high and sometimes change several times in a process. It is difficult to get the City to sign off on engineering, to say ‘we are done.’” In the words of another stakeholder, “we plan special events to attract people to the Village, and we almost have to plan 2-3 years in advance to get through the staff even before the Council people see it... we plan special events now with the mindset ‘what can we do so we don’t have to involve the City.’” Other stakeholders mentioned that impact fees are higher in Carlsbad than in other communities, and City signage rules make it difficult to promote events and services. Many stakeholders requested that the City consider ways to reduce processing time, iterations of review, fees, and other regulations that make doing business and promoting community activities in Carlsbad difficult.

### **Demonstrating Fiscal Responsibility and Adaptability in a Changing Economy**

While most stakeholders were pleased with the quality of life achieved in Carlsbad, many expressed concern that with population growth and development bound to slow with buildout, the City government’s sources of financing would also dwindle and put pressure on the services already in place. One stakeholder described this challenge as “getting into maintenance mode as opposed to development mode.” Some suggestions to maintain fiscal responsibility included “dampening” the City’s appetite for big projects, such as the golf course and being open to new ideas about development and revenue that may be possible, particularly in the Village. When thinking about what industries are desirable for future employment growth, some suggested being cautious about raising fees and taxes.

### **Being a Good Neighbor and Showing Regional Leadership**

“Carlsbad is, and can continue to be, a leader in many areas but most importantly, the environment, fiscal responsibility, and the arts and learning,” said one stakeholder. Some stakeholders noted that Carlsbad



has not always had smooth relationships with its neighbors, but there was still the sense that Carlsbad is capable of being a regional leader and role model if it will make the difficult choices, collaborate with neighboring communities, and share resources.

### 3.5 Closing and Next Steps

The stakeholder interviews results described above will be used to refine and expand on the emerging themes that have thus far been identified through the results of the community workshops and the public opinion vision survey. EC<sup>3</sup> feedback on this outreach report will provide critical support and guidance to shape the overall vision.

The next and last report in this series will be the summary vision report. This final report will be designed to provide a clear and concise summary of the vision described by community members over the more than seven months of public outreach and involvement opportunities facilitated by the City. The report will be designed as a guiding tool for community leaders and City staff who must initiate the next steps forward in the process of updating important long-range planning documents such as the General Plan, the Local Coastal Program, and the Zoning Ordinance, as well as other aspects of City functioning.

This page intentionally left blank.

## APPENDIX A: LIST OF ALL ORGANIZATIONS INVITED AND INTERVIEWED

---

### Interviewed

Access to Independence of North County  
Acushnet Company  
Agua Hedionda Foundation  
Army and Navy Academy  
Batiquitos Lagoon Foundation  
Boy Scouts of America, Santa Margarita District  
Boys and Girls Club  
Buena Vista Audubon Society  
Buena Vista Lagoon Foundation  
Building Industry Association of San Diego  
Calavera Hills HOA  
Calavera Hills Middle School PTA  
California State University San Marcos  
Callaway Golf  
Caring Residents of Carlsbad  
Carlsbad Chamber of Commerce

Carlsbad Convention and Visitors Bureau  
Carlsbad Educational Foundation  
Carlsbad High School  
Carlsbad Library and Arts Foundation  
Carlsbad Lightning Soccer Club  
Carlsbad Village Business Association  
Carlsbad Village Improvement Partnership  
Carlsbad Youth Baseball  
Carlsbad-Oceanside Art League (COAL)  
Carlitas Company (Flowerfields)  
Carrillo Ranch Master HOA  
Coastal Kids Play Group  
Community Housing Works  
D. Gallegos (Archaeology)  
Don Christianson  
Encinitas Union School District  
Fiesta Del Barrio Association

Four Seasons Resort Aviara  
Friends of Carrillo Ranch  
Friends of the Carlsbad Library  
Fun 05 Friends Play Group  
Gemological Institute of America  
Grand Pacific Palisades Resort & Hotel  
Green Encinitas  
Hoehn Honda  
Imagine Carlsbad  
Interfaith Community Services  
Invitrogen (formerly Life Technologies)  
Jim Boylan  
La Costa 35 Athletic Club  
La Costa Glen Carlsbad  
La Costa Resort and Spa  
League of Women Voters  
Merlin Entertainments Holdings, Inc. (Legoland)  
Mira Costa College  
Morrow Development

Museum of Making Music  
 New Village Arts  
 North County Community Services  
 North County Cycle Club  
 North San Diego County  
 Association of Realtors  
 Pacific Ridge School  
 Palomar Airport Advisory  
 Committee  
 Palomar Airport Association  
 Parents Superintendent Advisory  
 Council for Carlsbad Schools  
 Pilgrim United Church of Christ/  
 Children's Center  
 Poseidon Resources (Desalination  
 Plant)  
 Preserve Calavera  
 Carlsbad Charitable Foundation  
 (formerly Endow Carlsbad)  
 San Diego County Bicycle  
 Coalition  
 San Diego County Farm Bureau  
 San Diego Gas and Electric  
 San Diego Mountain Biking  
 Association  
 San Diego North County  
 Economic Development Council  
 San Dieguito Union High School  
 District  
 San Luis Rey Band of Mission  
 Indians  
 Scripps Health  
 Sierra Club (San Diego Chapter)  
 Systems, Machines, Automation  
 Components Corp.  
 Taylormade – Addidas Golf  
 TERI, Inc.  
 Thomas Enterprises (The Forum)  
 Tri-City Medical Center  
 U.S. Green Building Council –  
 San Diego Chapter

ViaSat Inc.  
 Walk San Diego  
 Westfield

### Other Organizations Invited (declined or no response)

Asymtek  
 Aviara Master HOA  
 Aviara Oaks Middle PTA  
 Aviara Parkway Farms, Inc  
 Bressi Ranch Master HOA  
 California Coastal Coalition  
 California Native Plant Society –  
 San Diego County Chapter  
 Carlsbad Hi-Noon Rotary  
 Carlsbad Historical Society  
 Carlsbad Lions Club  
 Carlsbad Pop Warner  
 Carlsbad Premium Outlets  
 Carlsbad Unified School District  
 Carlsbad Volvo  
 Carlsbad Watershed Network c/o  
 San Elijo Lagoon Conservancy  
 Carlsbad Youth Lacrosse  
 Catholic Charities  
 Center for Social Advocacy  
 Community Interface Services  
 Emerson Network Power  
 Girl Scouts San Diego – Imperial  
 Council  
 Hoehn Acura  
 Hoehn Audi  
 Hoehn Infiniti  
 Hoehn Mercedes-Benz  
 Hoehn Porsche  
 Hubbs Seaworld Research  
 Institute  
 Ken Grody Ford

Kiwanis Club  
 Knights of Columbus,  
 Council #9022  
 KSL Development  
 La Costa Canyon High School  
 La Costa Valley Master HOA  
 North Coast Calvary Chapel  
 Optimist Club of Carlsbad  
 Palomar College  
 Poinsettia Elementary PTA  
 Rotary Club of Carlsbad  
 San Diego Coastkeeper  
 San Diego County Tax Payers  
 Association  
 San Marcos Unified School District  
 Soroptimist International of  
 Oceanside-Carlsbad  
 St. Patrick's Catholic Church  
 Surfrider Foundation  
 (San Diego Chapter)  
 Toyota Carlsbad  
 Upper Deck Company  
 Valley Middle PTA  
 Veterans of Foreign Wars  
 (VFW Post 11505)  
 Weseloh Chevrolet  
 Worthington Dodge  
 Zimmer Dental



## **APPENDIX B: STAKEHOLDER INTERVIEW GUIDE**

---



# Stakeholder Interview Guide

## BASIC INFORMATION

---

**Date:**

**Time:**

**Interviewer(s):**

**Interviewees (Organization(s)):**

**Interviewees (Name(s), Title(s) if appropriate):**

## GUIDANCE TO THE INTERVIEWER

---

### Introduce Envision Carlsbad

Envision Carlsbad is a city-sponsored program that invites residents to work together to create a vision and a plan for Carlsbad's future. All Carlsbad residents and community members will be offered a variety of opportunities to participate in the creation of a vision for the future that reflects the community's most important values and priorities. The resulting community vision will then be used to help guide city leaders in making the right decisions to fulfill that vision.

You can contribute to the community vision by telling us about the most important and valuable aspects of your community experience today, and any challenges or opportunities you perceive to protecting and enhancing your quality of life in Carlsbad now and for the next 20 years.

### Welcome Stakeholder

[Organization name] represents a specific and perhaps unique perspective on the needs, values, and hopes of Carlsbad citizens. Thank you very much for deciding to participate, and for contributing your time and ideas to this process.

### Meeting Purpose and Process

The stakeholder interview is one component of the larger community visioning process, which includes other approaches such as a community wide survey, community workshops, a website, and other efforts. This meeting, which will take about 45 minutes of your time, is a chance for us to ask you some very open-ended questions about your vision for the Carlsbad's future, with a particular focus on the role of your organization in Carlsbad.

We will take notes during this interview as we go in order to collect as much of your feedback as possible. We have a short list of guiding questions, but feel free to ask questions and offer additional feedback beyond the questions during the interview.

What questions can I answer, before we begin?

## INTERVIEW QUESTIONS

---

These are **general** guiding questions for all interviews. Follow-up or probing questions will be necessary to cater to the specific interests of the organization and the flow of conversation.

*For Note Recorders: During the interview, please take written notes of each question, including follow-up questions and answers (when writing notes indicate the date, interviewee, and question that the notes apply to). At the conclusion of each interview, write down the key themes that emerged from the interview. Within a day or two following the interview, type your notes into the “Envision Carlsbad Stakeholder Interview Notes” document that will be emailed to you. If you prefer, you can type the notes on a laptop during the interview; however that may be distracting to the interviewee.*

1. As a representative of [organization name], what do you value most about the Carlsbad community?
2. As you look ahead to the next 10 to 20 years, what are three important challenges and three opportunities you anticipate for the Carlsbad community?
3. What would be your organization’s advice to the City for addressing these challenges and opportunities?
4. What would make Carlsbad a better place to live, work, and play today and in the future?
5. What other thoughts can you share about Carlsbad’s future?

**Thank you for your contribution to this process! Please continue to stay involved.**

---

This page intentionally left blank.

## APPENDIX C: LIST OF CODED STAKEHOLDER COMMENTS

---

The following comments are grouped by theme and primary comment code.

### Maintaining Carlsbad's Image, Character, and Community Connectedness

#### **Climate**

The climate.

Value: Best climate in the world.

Weather.

#### **Community Character**

Business friendly.

Good labor base.

People move here to live and it will be hard to convince people that Carlsbad needs to move forward. Residents bought into the suburban lifestyle. Change is often driven from outside the community and people need to react to that. They shouldn't resist and say we've always done it this way.

Buildings are within walking distance. They like the environment and it's important to be close to each other that's why they continue to expand here.

Quaint, small-town feel, love the downtown, antique stores.

Value: My colleagues and the people I do business with. I have great friendships here. We all want the same thing – we want people to enjoy downtown and out of downtown.

There is obvious pride in the community and the schools are great.

Resistance to change is the hardest for Carlsbad.

Strong preservation movement and culture in Carlsbad.

City has a nice blend of residential and restaurants and beaches, and still enough open space and fields and enough diversity; [he] hopes it can stay that way while

meeting state law regarding providing housing.

Carlsbad cares about community

Carlsbad has a reputation for doing things right, but needs to watch the perception of pushing people out, elitism.

Ethos of being a closed system; unintended consequence of leaving people out – applies to housing, planning, government processes.

Value: You seem to have it all here – ocean, great businesses, diverse tax base, a desalination plant coming online soon.

Small town feel. Open space. Well planned community. The amount of amenities. Trails, Circulation.

The kids and the family and the facilities are most valuable.

Aging population.

Great location = coastal SoCal. Wonderful place for people to live, arts, raise a family.

Due to the City's great volunteer base, its great support to date, and its forward-thinking focus on sustainability, North County Community Services believes there potentially several areas for a partnership with the City.

Work together to create a sustainable community; eco-friendly environment; Isolation of seniors; Mira Costa College has viable program to combat this.

Sand castle building contest would be great.

It is a progressive community.

A culture of giving; The sharing that happens in the community.

Ability to retain the "small town" atmosphere.

an escape from real life, idyllic, aspects of big city life, nightlife, ... good restaurants, things to do at night, as well as a quiet little sea side town.

Attract faculty to live in Carlsbad. Academic, intellectually thoughtful people add to community's resilience, are forward thinking.

Beautiful community that is well-kept and has a nice image.

Carlsbad is a very attractive community for families to move into.

Carlsbad is attractive to Executives who can not only work in Carlsbad but live here and spend their money in north San Diego County

Demographic of Carlsbad customer is a value.

Encourage more young families to settle here.

Encouraging younger people to settle in Carlsbad.

Feeling of a small rural community.

Great city to live in.

History of Carlsbad is very important to it's residents.

Honors members of the community.

It is a very family friendly community.

Keep rural feel.

Keeping the hometown localized family type environment is critical.

Moved here for the family atmosphere.

Older areas of town are in need of landscape repair and streetscape improvements.

Opportunities to volunteer.

Pay attention to the quality of neighborhoods (up keep, provide services, amenities).

People that genuinely care about the community and support it, maintain it.

Preserve what makes Carlsbad Carlsbad.

Preserving the history of the Barrio.

Quality of life is geared for the General Plan and it has not been deviated from but the quality of life will not continue as it is unless the plan changes; Advice would be to "Stop, Look and Listen".

Quality of life; it's a "magnet" city in that it draws good people; it's a great city that is run well.

Sense of identity besides geography/location alone.

The actual sense of community, people are involved, people care and they are concerned about the future of our children.

The area is a "diamond in the rough" because it is so close the ocean; Acknowledge and celebrate the history and culture of the Barrio.

The Boy Scouts organization is always looking for volunteers from the community.

The City should encourage all areas to form one, cohesive core of identity, which stands out from the other surrounding cities as each area within the City currently seems to possess individual identities; almost as if there are three or four different cities within Carlsbad.

The community is very engaged – They want to keep it safe, beautiful, raise families, retire; wide range of age groups here that are vocal and active.

The light, scenery, proximity to the coastline, and weather attracts artists to the community.

We feel as if we are in a good community, good positive relationship, with neighbors and community. Great place to live. Cannot succumb to negativity.

## Community Connectedness

Economic Development Department could communicate to the North San Diego County Association of Realtors weekly during our weekly meetings.

Need a vision that brings people together; sad that we don't have a better working relationship with our city; city leaders don't [seem to] care about our kids.

Bring all 4 quadrants together.

Biggest concern is the quadrant aspect... an underlying divisiveness.



City needs to find a way to bring everything together with a vision supported by everyone. Clearly communicated to everyone... all get on board to support.

Community involved (volunteers).

Doesn't feel a high sense of community. She thinks because she does not live in a single family home she is missing some of the community feeling.

Finding ways to get newcomers to the community involved to develop their own epicenters.

Getting other groups involved that benefit from the libraries, such as the Friends of Art (Jazz in the Parks, Use library galleries).

Keep city "all together" (north and south) and not as disjointed as it is.

Keeping people interested in being involved and not getting apathetic.

Like that we are a small town—run into your neighbors.

Maintain communication with the Chamber of Commerce—much of the private sector's communication is through the Chamber.

Maintain community feel – opportunities for multiple generations to live here and understand one another's needs.

Need regional planning (with other cities and SANDAG).

Need to engage seniors, capacity to give back.

Next generation of technology needs to bridge digital divide rather than exacerbate it.

Quiet, slow pace of the community; "bedroom community" feel.

The new neighborhoods have more of a sense of community – all moved in together, kids go to school together, more connected.

The transition from being a one-high-school district to being a two-high-school district will provide many community outreach opportunities.

We value relationship with community.

### **Diversity**

Maintain an open mind; referred to "universal design" where all the doors are wide, light switches are all at a lower height; it's much more cost effective to put those in up front rather than make the changes later.

Military families are over income for low income assistance, and would benefit by services affordable to them.

Keeping up with the diversity of the population as it relates to city/ social services.

Lack of diversity in the community, including housing and income.

Providing resources that address existing and future demographics. (getting more resources for seniors) Really identifying the needs of seniors in the future, which will not be the same as the needs of seniors today.

Senior Commission. Is badly publicized and has nothing of importance on their agendas. They should be focused on "active seniors" as well as traditional senior programs.

Be open to those of differing socio-economic status. Address problems of citizens at all socio-

economic levels. Carlsbad has traditionally been a white, upper-middle-class community but has a lot of residents that don't fit that criteria. Somehow we need to break through barriers and support people with special needs, English as a Second Language programs, and ensure that the Hispanic population and kids get the resources that they need.

Carlsbad needs to address the needs of the changing population. There is a great opportunity for Carlsbad to showcase and lead other communities in their partnerships with organizations such as TERI, which support some aspects of this changing population.

More can be done to maintain our cultural diversity.

### **Gathering Places**

A low intensity retail center that feels like a village with common village green with a bandstand would be wonderful.

Civic auditorium. Is there an opportunity to do one at the planned new high school. Check the Poway Performing Arts Center as a possible model.

Developing a people gathering place where people want and need to go; interact with people outside of your immediate neighborhood.

Need more things for people to do locally.

Value Meeting rooms- where community can conduct their business.

We need community gathering places throughout the community and more walkable areas.

Carlsbad has been known as a very strong redevelopment city, but developers are not really interested in building community facilities.

Likes the Farmers Market.

Hold meetings/gatherings at Mira Costa College; provides exposure, marketing, image of open access.

More public education; More support for open space where people can meet.

Appreciates the holding of sports events such as the Carlsbad 5000, marathon, and the Street Fair, to keep people aware that Carlsbad is a great place to be.

Develop or encourage the development of a “central hub” for shopping and entertainment.

Providing a neighborhood “place” for people to gather and meet.

## Image

Appealing geographic location with good business opportunities. Value the coastal location.

Business-friendly, family-oriented.

A kind of vibrancy is missing here, compared to Encinitas. What was developed for Encinitas downtown our current City Council would not let someone to get away with it. The art adds to the warmth for Encinitas. I would love to see Witch Creek Winery do something with that – it’s a big blank canvas.

Geography (ocean), cleanliness of community.

Help to create a true “sense of place”—it’s called the Village, let it live up to it’s name. Help make

it different and special: unique restaurants, art galleries and performing arts venues, etc.

Very attractive City; There are no high rises near beach like other cities. I think it was a great idea to limit height for aesthetic and limit density near the beach.

Carlsbad needs a unique identity; be choosy regarding retailers, restaurants, etc.; be mindful of expenditures of sales and property tax revenues.

Power Plant being relocated. Poseidon will be there... but the big stack is ugly. Better way to “tone it down”. But even a new Power Plant in its current location. But better looking.

City is not bike, ped or dog friendly.

Value: Good reputation.

Wonderful natural resources that brought most us to this area. Lagoons. The Coast.

Beach community (access to the beach).

Proximity to the ocean.

Carlsbad is the best community in Southern California. We did a lot of market research before selecting Carlsbad as the place to build.

Quality of life; jewel of the County; its history.

We like the Big City atmosphere, but small beach community feel.

Carlsbad has to create its own name and image.

“Live, Work and Play” no long works here.

Carlsbad has always been proactive in discussing and promoting community involvement.

Carlsbad has developed a clear vision regarding its residential community along with a good business base including the Airport.

Carlsbad is a beautiful, clean, quiet city.

City is seen as an “elitist” community that doesn’t play well with its neighbors; it rubs people the wrong way.

Create a statement of vision that gets promoted locally and regionally.

Desalination plant project and the Hubbs fish hatchery should get more exposure as unique things happening in Carlsbad.

Forming a unique identity beyond being a bedroom community of San Diego.

Getting rid of the power plant and the transmission lines.

Good reputation as a high quality place to live and they’d like to keep it that way.

Image of Carlsbad: more of a young family, growth oriented, still growing. Carlsbad is more business friendly.

It has been relatively easy to do big housing developments in open space, as eyes turn toward older parts of town, people are going to get emotional about the changes they see coming.

Likes that when she tells people she lives in Carlsbad people associated that with living in a high quality city. Style of homes, schools, cleanliness of streets and stores, not much crime, etc.

Love the “feeling” in Carlsbad – it is quaint and traditional but not antiquated. It has changed with the times. Can’t imagine it

better than what we have so the challenge will be to maintain it.

Need to be very careful of image, who is welcome.

Not being viewed as a beach town.

Power Plant is eyesore – very anti-environment.

Provide the city identity on Coast Highway (Carlsbad Blvd.)

Quality of life to our organization is building in the best community in Southern California that represents a great place to live, shop, play, etc. located within 2 miles of the coast, highways (N/S/E/W), and having the right demographics that represent families, business people, and retired people where you hit all values of living.

The City potential for more but it could be better.

### **Ocean and Beach**

Beach Preservation Committee, State Parks and City should set a model of cooperation, but they are at loggerheads.

Value most the proximity to the ocean.

The ocean, the beach.

Don't have the beach amenities we need. Ex: public restrooms, food and beverage outlets while at the beach. Daytime parking.

Maintain the beaches—they are good for walking along, but there are other barriers for access such as lack of parking and the rocks.

Charging for parking at Tamarack Beach - place where local residents to go and park and not have to pay.

Beach protection: Long continuous walk along beach lost. Without beaches, tourist destination value declines; allure lost.

Carlsbad's proximity to ocean is vital for business—especially tourism.

Beach atmosphere of the city and feel Carlsbad offers a high quality of life for residents.

Beaches.

Defining/developing beachfront (i.e., extend boardwalk all through city shoreline); done correctly, ocean views will be preserved.

Developing beach activities (i.e., pier).

More trash cans along the beach.

Proximity to the ocean.

The beach environment and proximity to the ocean.

Value: Close to the ocean, ocean breeze, cooler weather than inland.

### **Quality of Life**

Better controls are needed for the airport. Concerned the airport may get more jets. Need [enforcement of] noise abatement program. Low flying aircraft issues.

The building of the City is really done. In this new general plan, concentrate on improving the quality of life. A little sanity to the procedures...

The City needs to push for sound walls along the 5 freeway (due to its expansion) even if it is under SANDAG's jurisdiction.

Extension of the runway will offer opportunities for safer and quieter airport operations.

## **Supporting the Local Economy, Business, and Tourism**

### **Business**

Airport is important. It's much bigger than it looks. And is important for bringing in the top-flight companies. Especially as Lindbergh gets overloaded and does not expand. Not a mega-airport — but fulfilling more needs than currently.

We would like to be able to divest the property for an appropriate price .

Challenge is retaining vitality to community that Carlsbad has. In 15 years it won't be shiny, it will just be sub-urban. It will take serious economic development and zoning to bring commercial industry closer to communities.

Definition of "fast track" should be looked when and used when appropriate (i.e. how can we entice you to locate here? Lower fees, offer tax incentives?).

Long term tax revenue generators such as "big box" stores (not high end) offering a bigger variety of necessities; this would make shopping much more convenient for the residents and keep tax revenue from these sales, etc., in Carlsbad.

Maintaining City as destination for businesses; supporting businesses is critical.

More diversity of businesses to create a variety of incomes sources for the city. More software companies. Make city processes more business friendly. Clean technology. High paying jobs in the city so people can work in the city which they live.

Only have 1 big box. Need to explore opportunity for tax dollars.

The City will continue to see more businesses leave because the surrounding communities are luring them away with tax incentives, fees, etc.

To be more competitive to business renters in Carlsbad the City should look at lease structures and expirations at least 3-4 years before expiring, to see what they can do to keep the lessees here and help renew leases.

Encourage, support, develop small businesses. That will help Carlsbad maintain its unique community. Keep building codes, tax codes, licenses, etc. easy for the small business not just attractive for big business.

City has a role in redoing the zoning and to encourage business to come; They are being punitive, restricting commerce.

City is restrictive with permitting, slow, and not responsive; need to work with business instead of opposing business.

Continue to promote the businesses they have; Attracting some young professionals.

Development here in Carlsbad is a little difficult – a lot of restrictions; can do business for less somewhere else.

Fast-tracking the permitting process, including offering expedited services for an additional fee; tax incentives to encourage more companies to move here to continue growth.

Don't know what the City is doing to help [grow airport]. There is less than 20% of trips

that are from Carlsbad for Via Sat business. We need to get larger planes into the airport.

Challenges: limited length of the runway and resulting inability to attract additional airline service.

Having the airport is a plus but a challenge is that there is only one airline that flies to/from LA now as opposed to 5 like before.

Would be nice to have more airline partners instead of just 1 that we have now. Great that terminal expanded. Better than driving to SD.

Balancing: attracting employers and maintaining open space.

The arts are good for business!!

Opportunities: Be mindful (aware) of businesses that are closing and work to support.

Attract high quality business people.

Business Expo is great event that the city should keep supporting.

Business relationships are important for scouts.

Challenge: Business misunderstood by City. They think because La Costa Glen is so popular and the future need is great for these type of facilities. Therefore the City believes it should approve more similar facilities without regard to quality of operator or location. May lead to market saturation.

Challenges: public perception regarding any expansion of the airport services.

Chamber of Commerce is a great outlet.

Chamber of Commerce is recognized as one of the country's best.

Encouraging more biological/life sciences companies to conduct business in Carlsbad.

Small businesses have been very generous.

There's no name on the street, so folks have a hard time finding them!

Values the strong support from the business community, including the Chamber of Commerce, and the general support provided by the City of Carlsbad.

Visibility and scope within city – would like to have freeway exit co-named.

Zoning about satellite dishes is out of date and it isn't for today's use.

A lot of the things that brought us here aren't here anymore.

Consider Palomar Airport as a commuter terminal alternative to Lindbergh Field.

Their building is across the street from it and can't use it most of the time. Easier to go to SD airport because can just walk to airport from train station. There isn't good transportation connecting to the Palomar Airport. Cab service is so bad. Prefer just to go to SD.

Good socio-economics of the population make it a good business climate.

## Economy

A marina would be nice.

Major HOA challenges are foreclosures, and people not paying their dues, which affects the HOA reserves.

Recession, consumer spending – for us, it's margin preservation.

Prices haven't really gone up and there's only so much you can do to reduce costs, especially in Carlsbad. Land costs, energy costs, wage costs.

[Publicize] economic engines of Carlsbad so Mira Costa College can service these needs.

City should use incentives to draw more businesses into the city.

Economic constraints on the Airport and the ability for it to survive financially is a concern and/or challenge for ongoing operations.

Extension of the runway will offer opportunities for safer and quieter airport operations, as well as enhance the business that will generate greater fees and revenues for both the airport and the City.

Hard for Carlsbad to fill up those business parks.

Property foreclosures, maintaining economic confidence/small business activity.

Update Westfield site.

Re: power plant: have to balance revenues with quality of life considerations.

"Nothing keeps us here that is non-economic". Oceanside is currently offering tax incentives for us to move up there.

Once built out, where is the new tax base and income going to be generated?

The village gets compared to the other shopping centers... completely different environment and structure... they are being treated as though it were a mall.

Challenges: the future financial viability of the Airport due to limited public investments.

Challenge: State has no long-range plan for supporting infrastructure, pits schools against cities for funding.

Needs for their services are increasing due to the poor economy. More residents from Carlsbad were assisted through their food distribution program this year. The challenge is to find ways to meet the needs with limited funding.

Volunteers and fundraising are other challenges. Carlsbad Youth Baseball recently lost 20-25k with a credit card/online company that stopped making payments.

A base issue of attracting and retaining businesses... so many scared retailers... keeping the ones we have healthy.... We have a city council that do not understand business. They do not understand that there needs to be a cohesive relationship between business and government in order for the relationship to be successful.

Strong financial community.

City needs to maintain its economic base/tax base, and create higher-paying jobs.

We have tried three times to bring research up here... and they say no because there is no proximity to other science... city has to decide to create something other than an industrial pad for a commercial building.

What kinds of jobs people will have who live here.

Challenge: Recession has made it harder for City to keep to its values in terms of adhering to

land use, zoning, etc. May result in too much congestion.

Need to monitor the glut of new hotels, stagger the openings of new ones so they don't go out of business.

As we approach build-out, revenue streams will be less. Homeowners are a strain. So you see Vista, Oceanside, etc. look for big box stores.

They're hoping restaurants will be built where Olympic Resort is at. There's a great opportunity to bring restaurants to eastern side of El Camino Real. There isn't anywhere to go to eat.

We need to create an economic base that is more internally sustainable and not subject to outside influences. We need more of a local focus.

Commented on Ponto Area as maybe an area where some of those ideas could happen (low cost dining, boardwalk, etc).

Could support more hotel development in the city as there seems to be an issue with rooms seasonally.

Don't understand the airport – public \$ redeveloped the terminal, right? Why? Runway doesn't work for larger planes. 1 carrier, only goes to LAX... warfare about airport... zoned land to prevent airport expansion. If you wait long enough, those groups (who care about noise, traffic impacts) will make it so you won't be able to do anything.

Large commitment to lodging as \$ base, but no coherent vision of the tourism strategy, no integrated strategy, lacks a conference center, whether for



entertainment or for business, don't have the resources here, beaches are nice, but they are not adequate [to make up for a whole strategy].

State Street in Santa Barbara as a good example of a place where both tourists and residents want to go.

Suggested a beachfront boardwalk (European style) with restaurant uses to create walking/dining type experiences.

The City needs to focus on more sustainable forms of tax bases such as more retail (less housing development), hotels, and tourist attractions.

Would like more low cost dining establishments along the coast.

Better retail and shopping opportunities.

Challenges his organization and/or the Airport is facing including declining private aviation interest.

Difficult to look past current economy, but ...

Difficulty in obtaining financing to buy land; finding qualified employees.

Economic condition – recession.

In the short term, the challenges they face are economic, both in terms of customer's willingness to purchase product, and their ability to get good loans.

Keeping the local economy strong through careful planning.

One thing the city can take a clear lead on is to make sure to identify the skill sets needed for the jobs being created in the city and then working with the local colleges to ensure education is accessible.

## **Jobs**

Extension of the runway at Palomar Airport would support Carlsbad's sustainability efforts by keeping business and jobs within the City.

Carlsbad is not just strong in housing but employment too.

Keep the City up as it grows. Average salary in Carlsbad is \$90,000. Need to create good-paying jobs in Carlsbad. Most people making \$90,000 don't work in Carlsbad. Need to bring some 'green' companies, so the high wage earners don't have to commute to Los Angeles or Encinitas.

Going forward the jobs here will be professional jobs not factory jobs. Plan your zoning and infrastructure for more intensive use. This building was originally 2/3 factory, 1/3 offices. Now it's going to be the future home of R&D. To accommodate we had to build a multi-level parking structure.

The type of company locating here is going to bring white collar workers.

## **Shopping, Dining, and Other Amenities**

Need to enhance the Westfield mall.

Multiscreen cinema, grocery store (upscale), pharmacy, museums, 10 or 15 more restaurants.

The City should run the snack bar facilities and maybe each user group could contribute. This would allow the snack bar to be open all the time.

More healthy food places with drive throughs. With two kids, it's hard to get in and out of the car

to stop and get food or even to get gas if you have to go into the store to pay.

Improve the Plaza Camino Real Mall. Add housing and intensify the mall.

Need to upgrade the Plaza Camino Real Mall.

Better restaurants.

Mall (although its ready for some rehabilitation, they're glad it's in Carlsbad).

More diversity of shopping available to residents.

The city needs to provide upscale shopping, arts and things for the CEO's and their employees to spend their money so that the city can generate tax revenue.

The mall is not such an attraction anymore.

Close to hospitals, retail and other services.

## **Tourism**

Showcase artifacts within the City as a tourist attraction.

Need The Village as a quaint destination, Carlsbad Premium outlets, Legoland. More dining establishments in the Village.

Cater to tourists with hotels and resorts.

City should evaluate what role tourism will plan in the overall economy in the future.

Encourage more tourism (hotels and restaurants). It is a clean industry that provides good income to the city.

Marketing should be more coherent, create a tourism zone.

Providing places to build world class shopping (e.g. 500,000 sq. ft. on 8 acres).

Tourism can promote mountain biking. Biking industry puts billions of dollars annually and there isn't really any city that has tapped into that.

Ecotourism—green hotels and motels (they don't want the five star places), maybe hike, kayak. The City is not against this, but a greater degree of cooperation will be helpful.

Creating a prestigious atmosphere like La Jolla/Del Mar

El Salto Falls – largest waterfall on the Southern Californian coast 40 ft high – commercial areas building artificial water features, and yet we have this right there that we have yet to learn to work with.

Encouraging hosting more national events and tourism.

More of a destination for tourists.

Creating destination-oriented development.

Highway System (I-5) – One of the biggest things that will impact tourism.

Capitalize on tourism.

Carlsbad and North County need to become identified as a destination. Carlsbad is much better known now than it was 20 years ago!

City could be more pro-business - i.e. provide shuttle service to the tourist areas in town, invest in marketing as tourist destination.

Develop the beachfront area by building a marina or wharf; make Carlsbad a destination.

Encourage more national-scale events.

Keeping industry here may be hard, but tourism is a natural.

Need variety of hotel rooms, accommodations available.

Opportunities: Tourism (build upon beautiful golf course, hotels, Legoland).

Tourism is an opportunity. Get rid of old power plant. Resort destination. City should step up and take better care of lagoons and beaches...

Tourism is important for our community.

### Increasing Mobility through Walking, Biking, Transit, and Connectivity

#### Connectivity

Access to beach with small commercial uses (coffee shops, bakeries, etc.) along the route (where the transformers are located now on Chestnut Ave.)

Beach access from Chestnut to beach (underpass to beach).

Carlsbad is a hub of cycling related manufacturing and distribution. There's an opportunity to connect dirt trails with streets.

The greatest opportunity is to interconnect its existing trail network and to connect a well articulated plan and trail system.

In a good location. Can travel to Los Angeles, Las Vegas or Phoenix. Easy to get in and out of the community.

#### Mobility

Asked if the city has inventoried its curb cuts so that they are accessible not only for people in wheelchairs but for people who use strollers, etc.

Pay attention to issues regarding general accessibility, i.e. library access, lower curbs, etc.

Create more "walkable" areas connecting neighborhoods and quadrants to encourage a closer community.

A measure of success is if 6-10% of trips in community are made by bike. (Portland = 9%) if Carlsbad could take what's happening downtown (walkable, bikable, part of natural environment of village) hang on to that, and expand it, that would be the right direction. Bicyclists are an "indicator species" – if you see them, streets are safe; if you don't see them, people are afraid to be on the streets...

Carlsbad needs to build freeway bridges and put pressure on Caltrans to look at things besides auto through. Caltrans looks solely at automobile. Bike trails falls off the project. Carlsbad needs to tell SANDAG and Caltrans that the 5 shouldn't be a barrier separating Carlsbad.

Carlsbad needs to move forward with the Bicycle Master Plan. There needs to be implementation. Carlsbad has done the easy pieces and now needs to do more expensive projects.

City will tear up a bike lane and leave like that for months. The City was getting ready to pave the road. There is little consideration for bicyclists. This would help employees that ride to work, as well as those driving.

Connectivity would allow more people to commute with their bikes. When working on north county Multiple Species Conservation Plan/Carlsbad

Habitat Conservation Plan, incorporate these considerations into the plan.

Develop a bike lane master plan.

Going to need to focus on getting children on bikes... safe routes to school, driving children to school is ruining the community and the kids... no routine activity in their lives... Carlsbad is going to need to change that. Marin Co. has a similar development pattern and have an amazing program... Marin also took a big risk early on... when others were focusing on traffic, Marin focused on bike and ped. Will take political fortitude in a place like Carlsbad to take steps ("a little congestion may not be such a bad thing...") Educate community about the true cost of the decision to only design for autos.

Most of concerns deal with land use and roadway network. Getting across the 5 is a huge barrier. Taking your bike is a huge scare to get across.

Not sure of bike parking in businesses. Challenge is there's no place to store or park bike while shopping and eating.

Oceanside is working on biker friendliness and is jumping in with both feet. Carlsbad thinks they're done and Oceanside may be more of a biker friendly place than Carlsbad.

One issue is cyclists feeling like they have the right to be on the road. Some motorists don't want to share the road and feel they shouldn't be there. Carlsbad should work on public education and enforcement side on dealing with bike issues. She hasn't heard of programming. She hasn't heard of bike rodeos in schools.

Doesn't know if it's happening and it's not happening or it's so low profile.

We should have a much more walkable, bikable city, fewer cars, better public transportation. We need parking for bikes, carpool development, school buses.

Bike trails... even though there is a trail straight through Carlsbad, it is not a bike friendly community... they don't stripe bike lanes...

Coaster blocked a lot of passageways that we had to get to the beach. We should have better connections; other ways to get across the tracks.

Connect our trails. When a development is built, trails don't connect to those adjacent to them. It would be nice to walk down a trail all the way to the beach, or ride your bike.

Connections to the beach – train tracks and freeway make it difficult to get from the village to the beach... improve these connections, bridges, tunnels, beach Carlsbad village drive and grand are the only two ways.. we could put one up by Army Navy Academy, and another one down by chestnut ave.

Continue a bike path all the way to San Diego, which goes hand-in-hand with completing street construction; ideally, a coordinated system of bike routes linking points of interest throughout the City (i.e., beaches, downtown, schools, key intersections.

Creation of a trail system.

Demonstrated committed to trail network.

Expand bike access throughout city and pedestrian access through.

Incomplete transportation and infrastructure, making it difficult to reach campuses; regionally, ability to access education hampered by increasing congestion.

More bike racks downtown.

New road openings Melrose and Faraday help our employees from Escondido get here.

People close by hike the trails, walk the lagoons. Lot of what they want to do it trails—we can do more so, and connect them.

Punch through the rail trail. Nice if entire city could be linked safely and conveniently without having to get into a car.

Restoring the bike lanes on La Costa Avenue (from El Camino Real to Rancho Santa Fe Road) that have been closed since the landslides.

There is not enough pedestrian activity in Carlsbad.

Planning for people without getting in their car, to be able to raise their kids.

Public transportation is a huge issue. I hear complaints that we don't have enough inner city transportation available. We need that.

Traffic flow – we need to figure out a way to get people out of their cars.

Transportation: We need to get people out of their cars. We need to promote more energy efficient cars. We need to develop a creative electric vehicle or tram to connect between Plaza Camino Real and Quarry Creek to get

people back and forth between shopping centers or to gain access to bus transit center.

We need transportation infrastructure that includes more than just streets and roads.

Not much forethought about when road projects are done. An example is the Palomar Airport Road median changes. Coordination needs to be improved between the city and developers.

A lot of concern about roadway extensions and widening. Look at a plan to have the minimal impact and get the best transportation benefit. Rather than just going right through sensitive areas.

Carlsbad does not build roads, only waits for developers to pay for the road. The road is however used by the whole community.

Identify future infrastructure needs.

Maintain the quality of the infrastructure and streets.

Ways in the summer to provide a shuttle service to attractions in the city: 1) beach, 2) village, 3) Batiquitos Lagoon Walking Trail, 4) Carlsbad Premium Outlet Mall, 5) The Forum Shops, and 6) Legoland. This would be cheaper than trying to solve the parking issue.

Good road conditions, bike friendly.

Carlsbad is an example of a city that has comprehensively looked at roadway standards.

Encourages the city to establish policies that address climate and transit – they are a good place to start in making Carlsbad a better place to live, work, and play in the future.

Energy/Transport/Urban Design: City needs to develop a vision of what it will look like in 2050 and how will transportation infrastructure fit into that. Example: it is hard for people to ride bikes, it is dangerous. Bikes might be a critical mode of transportation in 2050 and we should support infrastructure that does that. Transportation needs to be friendly, available and sustainable to the people can use it.

Look at regional bike plan – it offers some innovative ideas for promoting/supporting bike use.

Work done around Village train station is impressive.

At Palomar Airport Road and south, people block the bike lane with their cars as they are waiting for a parking spot, then people come and wait for the first car, and then they are really blocking traffic.

CalTrans widening I-5—City needs to be involved!!!

El Camino Real. There's a sense that traffic lights are set to 35 mph. Perception is Carlsbad is trying to push traffic to I-5. Frustrating. Traffic management is important.

Needs to focus on closing west bound lanes on Carlsbad Blvd. Need to make best use of coast and maybe move lanes over to east.

On College between SR 78 and Cannon move at high speed, adding some signals would slow them down.

The mayor said he doesn't want bike lanes on La Costa because he thinks it's too dangerous, but

in reality, there are a lot of bikers that use that road.

Timing lights because it takes so long to get down El Camino... I hit every red light.

Traffic and lack of public transportation.

Traffic as a concern.

Traffic calming.

Traffic is an issue.

Traffic is an issue. No challenge with parking but other retailers have issues.

Traffic is tough but the city is not alone (most cities have traffic issues). Would like the city to pay attention to traffic patterns.

Traffic light sequencing (as traffic continues to increase).

Traffic management.

Traffic signals – 50% of them need to be looked at and tweaked. The signal at Faraday and El Camino Real goes through all the cycles, even if the intersection is deserted.

Transportation – downtown is isolated from all the major lodging opportunities. Train stations—no way to get places from them. We need a fixed route/rail system that would give reliable public transit.

Transportation is a challenge.

Incorporate more trails – link existing neighborhoods to other uses.

Walking biking trails, opportunities for people to be outside, boardwalk is a great facility, always packed, find ways to do that in other parts of the city...

A shuttle might help with parking and traffic. Shuttle should have a

catchy theme and name, and go between the mall, outlet stores, beach and downtown. Rickshaws might be fun around downtown.

A Carlsbad shuttle should meet up with the Encinitas shuttle; Since there is no free parking down near the beach – it would be very good to have the shuttle bus.

Bus service/Transit issues – would like support from city for possible shuttle service.

Business community needs to become more involved so that access to businesses are available (through transit – business could sponsor shuttles to shopping centers, etc).

Carlsbad is very lucky to have the coaster and sprinter locations... I think that any linkage with better transit to get to those stations, or to the beach, would be great.

Enhance the transportation corridors. Use the enhancement as an opportunity to create transit corridors that are not rely on the use of cars. Use the expansion of lanes for buses.

Help with coordination of transportation services (i.e., make Boys & Girls Club a bus stop).

Increased train (and bus) service times.

Lack of transportation options around town and to other parts of the county.

Limited Sprinter, no direct line between California State University San Marcos and surrounding communities; need to pay attention to transportation methods other than car, look at public transportation differently.

Mass transit is critical for their work force (also identified as something that is lacking).

Mass transit leaves a lot to be desired. North County Transit agency is in charge but cities give input. Need an integrated system that connects.

North County Transit District should be more open, transparent about how they make their decisions, needs to be more aware of needs. Must be subsidized.

Need for better public transportation to alleviate congestion on city streets and around the school at the beginning and end of each school day.

Public transit – has to be accessible and easy to use, especially for older people.

Public transportation—or the lack thereof. It is very difficult for residents to get around the City via public transportation.

Relative lack of public transportation.

Smaller lines off the Sprinter train. Transportation for older residents.

Spruce up the transit center at the mall.

There also needs to be a School Bus system for the kids.

There needs to be a small rapid transit routes/system developed.

Think carefully about mass transportation options. Coaster ok but not high speed rail.

Transit opportunity between east and west sides.

Transportation (more trains, buses, etc.)

Transportation, particularly for an aging population; traffic configuration (street signs and traffic flow).

Transportation: Coaster and Amtrak are convenient.

Underground and/or aboveground transportation services (i.e., subway, monorail, etc.)

Want to live and work in same town in Carlsbad. It's harder now to do that now. There should be a focus on transit and affordable housing.

Adopt more walkable neighborhood, the commercial and retail areas were more walk friendly.

Carlsbad will realize that they messed up with the planning in 15 years when they realize they didn't set things up in the different communities. There may be some development to provide for commercial and retail opportunities in the residential communities. Gas will go up to \$4 again in the future and the undeveloped areas will find commuting a problem.

Major roads don't have sidewalks.

Bressi Ranch is a good model of walkability.

Walk San Diego is teaming with CalTrans on regional safe routes to school – Carlsbad might be chosen as a test-case city where they try to show how a safe routes to school plan can be established for suburban areas.

Easy to get around Carlsbad with alternatives.

Less vehicular and air traffic (noise impact), implementation of a fly over curfew, addition of



commuter stops to train stations in Carlsbad.

Synchronization of traffic lights, street repairs to older streets.

### **Balancing Growth Management with Good Land Use and Urban Design**

#### **Building Heights, Density, and Intensity Increases**

Infill development. Higher densities; Increase density in downtown area—has transit, walkability. City Council has arbitrarily established lower densities.

The city needs to adapt because of build-out... Create more value in the land use by increasing densities. Change the mindset from building out of building up without causing over crowdedness. Increase density around the mass transit corridor. The aging neighborhoods can be in-filled with higher density developments.

Same zoning regulations as the Village Redevelopment area should be applied to the Barrio (e.g. mixed use in key locations, density and height regulations increased to provide a stimulus to new development and more walkable environment).

The City needs to develop a new attitude or it will be left behind. The maximum height limit for buildings needs to be increased. Allow for urban mixed use projects. Improve the timing of the traffic signals in the city.

Smart building: Ponto is well conceived; these kinds of projects have long-term value.

Ponto – and how it's done. That can change the face of the City.

Higher density would make Carlsbad less desirable and diminish the quality of life.

Increase density about 23 units per acre which is the max now... some parts of town you can do that in, the village is one (whole downtown areas lagoon to lagoon)... plaza camino real is another place... (mall at north end of town), there are still a lot of single family small lots where you could increase the densities. I don't think you can go over 4 or five stories.

Lack of flexibility model won't work going forward. Future is urban infill. Need flexible planning tools (architectural design standards, building height, allow tandem parking). Form based zoning. Progressive parking standards. Multiple use developments. Where does the city want to go for population and economic growth. Cost to build. Fees, etc. Will be an incentive or disincentive to developers.

Also concerned about the city reaching buildout. Density increases will extend the potential for development. The city is processing applications at a decent clip. Density bonus would be nice. The company is comfortable building attached products to 3 stories.

Higher density product is over saturated.

#### **Development**

Continued beautification of Carlsbad Village Drive; more retail-friendly streets (outdoor cafes); enhance the downtown area with more cultural variety and restaurants.

More live/work developments not only in the downtown area but throughout the city.

There has been little change. Carlsbad hasn't changed fast enough. Biggest issue is being open to change.

Realignment of Carlsbad Blvd. Create a greenbelt along the beach. Park land and more parking at the beach.

Availability of land.

I absolutely detest mass grading, can we do it differently. I know we don't have to flatten everything...

Keeping buildings occupied through more creative leasing options.

Like the Alga Norte Park concept.

Old Highway 101 is an historical road which should be memorialized through signage and the old bridge should be preserved.

Parcel H – it has been such a point of contention; People wanted it to stay the way it is.

Preventing deterioration of the Northwest Quadrant.

#### **Growth Management**

Density of development here is too high and impacts property values.

Smart Growth: Near regional transportation, cluster to preserve open space, stop sprawling development.

Would like to see more smart growth, walkable communities and live/work communities. The city has done a good job with it so far.

Concerned that the city is approaching buildout. Two types

of cities. Those that are dying and those that are growing. Need to consider density or intensity increases to avoid stagnation to continue to provide wonderful services. Other cities are encouraging 4 to 6 story buildings. Bigger tenants need larger buildings. An example is Viasat that is spread among a number of buildings and has to repeat amenities and areas such as lobbies in each building. Height increases are needed. Allow daycare in business parks. Time is money. Need staff support to help them as well as flexible standards.

The city did a reasonable job coming up with the master plan concept, but the community thinks there is way too much development put into that area. .. also issues associated with definition of what counts as buffer to the lagoon.

City has to recognize the best role for land. Can put limits on square footage on new homes that are being built.

Managed growth. We are trying to maintain the open space environment. New trails.

The city should go slower on new development. People want to see the City cut back. Not much open space left.

Growth initiatives (attracting desirable and needed businesses); green environmental initiatives.

Limit density of development and require traffic improvements.

Carlsbad built out slower, growth push recent—in a few recent years we have seen a huge growth push; How this remaining growth is managed is critical. Stop this built out now. More

is not necessarily better. More infrastructure is more difficult to manage.

Carlsbad is becoming densely populated and growth control will be very important in the future in order to retain “small town” atmosphere; recommended the creation of larger minimum lot sizes.

Challenges: Growth management – especially in current economy.

(e.g. large industrial. vs. residential growth).

Controlling development by keeping in mind how the environment is impacted.

Hoping that cap on growth in Carlsbad will stay in place; eg. restricted access into Carlsbad by keeping Melrose closed.

I think there should be limits on how we try to expand the tax base. Limit new construction. I like that Carlsbad has a lot of parks.

Limiting new development.

Manage growth. She has seen a lot of growth in recent years and doesn't think it's sustainable.

More controlled growth along the coastline.

Much of Carlsbad is built out, but there is still land available and reuse opportunities.

Traffic, demand for space, keeping the balance between the idyllic Carlsbad vs. progressive growing Carlsbad. Business growth vs. environment, watershed conservation. Use of water, desalinated water.

We are opposed to the notion of walling off the ocean with high rise lux hotels and condos.

Well-managed growth. Has grown slowly, has maintained small-town feel, sense of community.

## Land Constraints

Remaining places to build all have issues and may never come to fruition.

## Land Use

Carlsbad has spread out so much.

## Land Use Conflicts

Land use issues can be a challenge.

There may be pressure in the future, however, to continue to encroach upon the airport influence areas as the City gets built out and that this is something that needs to be considered very carefully .

## Land Use Decisions

Carlsbad has always been a very land use planning oriented place. Even the citizens that have been here a while think of the city in more technical land use terms than usual.

Increase coastline utilization (i.e., build a pier, extend the seawall/ boardwalk).

Suggested that the Strawberry Fields be converted to a regional transit center, with park & ride, bus terminals, and employee and customer parking for Car Country.

Look for places to introduce uses like grocery and retail services.

Challenge: All local authority taken away except for property taxes and developer fees.

City has done long-range land-use planning.

Diversity of land use.

Most concerned with impact on use of site 5 re: Prop D.

No casinos in Carlsbad.

The challenge will be in balancing the needs of the community as a whole with the small minority of residents who oppose these actions. The City is expected to control operations of the Airport but they don't have the authority to do so. For example, the City Council can't set a curfew for the Airport.

As infill happens, take advantage of newer thinking and ideas.

### Long Range Planning

This is the time to do careful planning – when cities take the time to do careful planning, it is a magnet for development – everyone is on the same page. Developers prefer to develop in a city that has a plan in place that has been well thought out – city and community are behind the plan, which makes the development process easier.

The current General Plan is “biblical” in proportion—and interpreted that way. It served the City well for many years, but It's TIME for a new one.

### Parking

The planning requirements associated with parking are high here.

City should rethink parking along the beach, rethink the bike lane. People park their big RVs there and take up a lot of space. Down by the power plant, could go to one lane, put in some diagonal

parking to get more parking spaces. Also, at Palomar Airport Road and Carlsbad Blvd, there is enough area to put in some parking if it could be done in a safe way, and provide more coastal access.

The 2 to 2.5 cars per unit that you are required to do for parking is encouraging car use and not transit; situate the housing in such a way that it is accessible to transit.

It is not that the parking standard itself is more onerous, it is that downtown depends on the city to build spaces, but they don't.

Keep fighting for free parking at Tamarack parking lot.

Maintain free access to Tamarack Beach parking.

Parking in Car Country is too congested for customers and employees. It inhibits customers coming to the area due to lack of parking, danger from accidents, etc.

Parking on the street is an issue here – we don't have enough parking for employees, so they have to park on the street and then we get fined by the business park association.

Parking requirements are overly strict and they hamper development. There is a myth that there is a parking problem. I personally don't believe that is true. People will go to a mall and park way out in the field/lot, because the mall has stuff they want to buy... but go down to the village and want to go to one shop, people want to park right in front and if they can't there is a “problem”... talk about a structure downtown... I think we should try to have a parking

problem... that should be a goal...

Perception that parking is a problem. We don't think there really is, but you need to educate folks that there is plenty of parking.

Poinsettia Coaster station needs more parking.

They could liberalize their parking rules.

### Urban Design

Need more “vertical synergy” which is created with 3-4 stories vs. 2 stories.

It matters how close a site is to amenities. We want the city to look at other sites that have those attributes/amenities when they move forward with their long range planning.

City needs to do a much better job of clustered development, mixed use, walkable communities. Council has an arbitrary limit to 20 units an acre and won't go over that.

Increase transit and mixed-use housing.

You need to have live-work in Village.

Need to allow for innovation in the design process. People are living in different ways. Live/work units, mixed use, loft concepts. Mixed use can also be residential next to commercial, daycare, etc. Timing to process projects is a concern. Builders have to march to the beat of their customers.

Redevelop existing older uses – to provide needed services near where people live to make it easier for people to walk to what they need.

Main challenges for Walk San Diego are the physical environment and people's attitudes and habits – need to get people to think in a smaller radius to get to what they need, which means a need for changing the mix of uses in a neighborhood.

Trees are very important to walkability.

Walk San Diego does not address trail, except as links that connect neighborhoods.

More local shopping areas. More walkable village type things. Hard to overlay that on classic suburbia.

Park area southside and some restaurants would be great.

Walk San Diego is starting to focus more on north SD county, but it's difficult because it's more suburban and spread out.

## Preserving Open Space and Environmental Assets

### Environment

Preserving El Salto Falls. It was important to the culture because the water represents life. There are many sites around the falls and along the trails connected to the falls.

Connecting with nature is important. The trails provide a link to nature. It's about quieting down enough to hear the sounds of nature.

### Habitat Protection

We need much improved buffers for the creek; Need a consistent buffer for new development.

Unique in having so many lagoons. The lagoons could

be restored to be productive in shellfish. This would create income and habitat.

Need to preserve archaeological, biological, geologic and open space resources. Provide public access to resource areas.

Destruction of environment must stop.

Lagoons: protect waterways; the more open space, the better. Flower fields may have a cost, but also a special lure. Lagoons unique; city has done a good, not great job of protecting them.

Open space, lagoons and trails are the #1 concerns of citizens.

Aqua mop: smaller. Sure we can keep it busy. 6-8k/day. Makes a lot of sense to buy one.

Buena Vista Creek lagoon – it runs up the boundaries of the driving range with a bunch of golf balls in it.

Genetically engineered seaweed found in lagoon.

Maybe the City needs to buy a dredge. We become a city that has a dredge system; Waiver for the nesting season. Data showing Lest Terns do better in dredging time than others. One of the lagoons got it.

We have a global leadership role in coastal management.

### Open Space

If I had young kids I might benefit from the green space... green space that is for an older crowd (to picnic, walk dogs) is a mystery to me (don't know where it is, if it exists).

Encourage agriculture in this region; there is no connection in the minds of people between

agricultural production and consumption.

Flower fields – financial and political commitment is necessary to keep the flower fields. People want it there, but are not committed to supporting it. Can't stand back and assume it will work.

Looking at the lagoon and how we share, phase out pesticides since it goes downstream. Need to be joint effort since share.

Loss of agriculture; it is critical for the kids to see the connection.

Notion of agriculture right now has no economic basis.

Our history with agriculture is important – we need to produce food locally (e.g. community gardens).

Preserve strawberry and flower fields, huge assets for the area.

Public believes Site 5 should be preserved and protected with the existing farming use, even though it doesn't mesh with what the actual zoning is or what we might want to do or sell.

We don't celebrate the farming communities/history enough.

Carlsbad community will continue to desire more wholistic approaches to good health, and the organic farming idea provides support for this approach.

The three lagoons were all important Indian village sites. Agua Hedionda Lagoon has over 300 Indian village sites – 2 major sites along Agua Hedionda on Kelly Drive and one site north of the freeway. Some of these sites had over 2,000 people. It should be acknowledged that these sites were not just temporary nomadic tribes, but rather the summer

home of significant numbers of Indians who were the first residents of Carlsbad. There is a timeline and story here that needs to be honored and told.

Understanding the importance of plants for survival. The yucca, dogbane, deergrass, juncas, and elderberry were all important plants for the survival of the tribes.

Creating natural trails linking important sites. Natural trails connected Carlsbad to San Marcos, Buena Vista Creek to the Pacific Ocean.

Only city on the coast with opportunity for a lagoon/ marina area... because of politics between city council, staff, and utility, instead of using the lagoons nature will just take them back...

Wildlife is an issue, being sure to maintain some habitat.

Why not a permanent farmer's market in Carlsbad.

Development director responsible for open space acquisition—we need a conservation person educated in biology, ecology, to help direct acquisition.

Carlsbad officials should have been at the open space dedication for El Salto Falls to show support.

We have more people and less open space.

Open Space: How it is handled for future generations will define Carlsbad in the future. The 3 lagoons... City is supportive, but not too actively involved. Property could be purchased in watershed areas that could be protected.

Major clash between conservation and recreation, because there is not enough land set aside. These should be separate chapters in the General Plan and not lumped together, so they can be studied separately.

Environment; the beautiful hill their facility sits upon; a lot to offer.

Great job with the open space and Carlsbad good for bikers and walkers.

More parks and open space, walking and riding trails.

Park system; especially the Carrillo Ranch (Ranch).

Preserving recreational areas and open space. Maintenance and upkeep are difficult but need to have resources dedicated.

Supports the city's park system. What are the long term financial resources necessary to keep them going. How will we pay for and maintain them.

Wonderful open space. Enjoy walking on beach.

Another challenge: designation of open space as "habitat" that excludes human access... need to come up with ways to have human access and habitat conservation together...

Allowing a dog park only after so many restrictions. Turns out to be cleaner than the beaches.

Appreciate that 15% set aside for open space as part of new development.

Better define open space as "natural habitat" (but can include trails).

Challenges: Protecting open space (lagoons, parks, respectful industry).

City is not built out. There is still open space, but access is disappearing.

City not willing to spend a dime to acquire land:

City should celebrate achievements in open space acquisition, and have more of them.

City was 3 years late funding their management of open space land, they haven't even funded the minimum.

Goal of City 40% open space: but they are counting beach land, parking lots, steep slope: many of these don't provide functional open space.

Good regional partnering, lots of open land that was only recently fully developed.

Improve the Leo Carrillo Park.

Lagoons, parks and trails.

Need for minimum standards for open space; a developer should be able to contribute to a open space facility elsewhere; acknowledge usability and the cost to the homeowners association.

Open space, including canyons, parks, trails, the beach and sea wall.

Open Space, not all cluttered.

Purchase and allocate adequate amount of open space now.

The nature preserves surrounding the school. Ensuring the school grounds are in keeping with the surrounding environment.

There needs to be natural open space where people can enjoy the beauty of nature where active uses are not the primary use as in parks and playgrounds.



Value: City park.

We want to propose a lagoon day or week.

### **Open Space Preservation**

Convince the City to hold undeveloped lands and make for community gardens and farm land.

Quality of Life. Lot of it revolves around open space. Hanging on to the open space that we have here is important.

Preserving open space we have left. To the extent there is development, require preservation of open space.

Spend more Prop C money on acquiring open space (e.g. purchase Sherman Property).

Further bind the shoreline and the watershed together; Habitat Management Plan and trail system; all need to meld.

Need to look at future use as the population grows the trails may not stay the same. With more people there is less space for people to use.

Lagoons contribute immensely.

Preventing the degradation of the lagoons.

Coast and the shoreline are the greatest resources of the city.

City could acquire additional land (perhaps at prices they haven't seen in a while) to better use that property for the people in that local community.

Need to invest in parks and public areas. They're doing a good job with that. Flower Fields is a wonderful gateway and should never disturb that. It's an icon.

With economic downturn, City can afford to buy open space (trails are a compatible use).

80% of people in resident surveys want open space preserved—top priorities.

At build-out, loss of open space will change balance we now enjoy; we may not be prepared for or happy with the result.

Carlsbad is a beautiful city to live in, between beaches, lagoons, open space.

Continued environmental awareness through education, advocacy, and close monitoring of the environment.

Don't want natural areas to be fenced off, that cannot be enjoyed.

El Salto Falls and Buena Vista Creek should be an Open Space Preserve and Village H should be preserved.

Having the City acquire/purchase the Matucci property (West side of Jefferson, before crossing I-5). There is a bluff view of the lagoon and ocean and it provides even better bird watching opportunities. Every year they have 200-250 participants in a bird counting project, many of them tourists; purchasing this property would allow this endeavor to grow and could increase tourism with the City's help.

I think they still need to purchase more open space (they haven't spent any money on open space in ages) I suggest they sell the golf course, take a loss, and use the money to do some other things... there are pieces that are very cheap to buy, they are unable to pull the trigger on,

they keep going to the non profit groups asking them to buy it..

I would like to keep Robertson's Ranch as open space.

Keep the coast clean and safe.

More concentration on the lagoons... Buena Vista is just about all reeds now, the non profit can't finance that – they are attractions, great walking areas.

More open space and what is left be left open...

More open space, less encroachment of public facilities such as sewer pump station or power plant.

Need to buy some key parcels; Passed Prop C in 2003 that directed them to buy open space, but they have not.

Other half of Buena Vista Valley [should be] preserved.

Preserve as much open space as we possibly can.

Preserving natural resources/ spaces within the City. Making those spaces more accessible, but not at the expense of nature.

Preserving the open spaces.

Quality of life embodies many things, such as having a well-planned community with a sense of place, maintaining our ocean, beaches and lagoons, conserving our natural resources such as water and open space.

Speeding up conservancy efforts. Combining efforts with Oceanside. Freeing up/using grant funding.

We need better dredging maintenance at Batiquitos Lagoon to keep it healthy.

## Improving Outdoor Recreation Access and Activities for all Ages

### Outdoor Recreation

More parks (or anything which encourages physical activity)

Great golf course. Good amenities.

Joint use facilities – we could be pulling in more revenue – we could have sporting events tournaments that would bring more people into the city.

Cooperative field use, building more cooperatively for venues to choose from. Lack of field space, performing arts space.

The overall availability of the fields is a concern. If Alga Norte is delayed and the Safety Center fields go away, field use for all may be a problem.

Refine definition of a trail. Biker's trails are 8 – 12 feet wide. Walkers like smaller trails. Need to redefine the vision of a trail by the people that are actually using the trails.

In General Plan spell out different kinds of recreation, and where it does happen. For example, off-road motorcycle racing—extremely damaging to natural land. Maybe there is a place for some concentrated recreational activities.

Mountain biking, skateboarding, remote control planes, fishing, etc. : map where these can happen, so we can have land dedicated to conservation. Otherwise cause erosion, degradation. Lots of areas in the city fenced off in HOAs, etc.

Allow kayaking in lagoon areas. Kayaking would be a tourist

draw, to be able to kayak in calm waters, businesses could rent them, like La Jolla Cove. Create a small harbor at Agua Hedionda, instead of wasting the area growing fish and oysters.

We have a lot of open space, but it isn't useable.

Appreciate the "outside community" (meaning beaches, parks, and open space).

It would be nicer if there were more parks, even just small ones – a couple of swings and a play structure – that anyone can use. Gina doesn't have a playground she can walk to.

More dog parks.

More use of the Agua Hedionda Lagoon.

Providing well-kept parks (safe areas for families and children).

More modern parks with spongy material instead of sand. Sand is dirty, and kids can't play in it if they have a cut, etc.

Appealing to tri-athlete community. Roads are newer and have bikeways. There are challenges since it's so far apart.

Environmental constraints prevent trails from being used or developed.

There needs to be a visible trails system to link the 3 lagoons and the coaster stations. We should connect our environmental resource areas to tie into public transportation. We should strive for a trails to connect El Salto Falls to the ocean (e.g. "waterfall to the waves") and look for eco-tourism opportunities.

Boardwalk. Trails, both walk and bike.

Access to good recreational fields and facilities.

Artificial turf fields with lights are available which is a big plus.

Demand increasing.

High demand for soccer league = need here.

An Aquatics Center.

Bressi Ranch is nice walking.

City position is that Lake Calavera closed—it is not. There are hundreds of people who use it—they need to get on it.

City should partner with sports groups to help fund field maintenance.

Concerned about Holiday Park.

Continuing to make sure we have fields available for Lacrosse and soccer.

Cyclists should be more catered to.

Developing more multiuse parks, encouraging multi-age forms of recreation throughout the city.

Good parks available to city residents.

Great parks (but could get better).

If City had empty plot of dirt, various soccer organizations might help develop new fields.

Improve beach: Life guards; Get rid of squirrels on the beach bluff; Trash on the beach/bluff.

Lack of support for aquatics, making community water safe.

Less fee for golf for non-profit discount pricing to allow non-profits to raise money through events. Golf course is not doing well.

Lots of baseball fields (which are going out of fashion) but not enough soccer fields (which are becoming more popular).

Maintaining parks.

Maintaining the parks and recreation programs they enjoy.

More skateboard parks. Facilities for school age kids.

Need more fields.

Need more neighborhood parks, with rec. centers.

Not on City's radar screen in terms of the benefit that Lightning Soccer brings to the City (e.g. tournaments bring in visitors that spend their tax dollars at hotels and restaurants). Doesn't think City leaders recognize that.

Parks and Recreation are good.

The City could do more to maintain medians, sidewalk areas in South Carlsbad; Would be nice if there was some kind of a park in that area.

The City definitely needs more soccer fields.

The parks are underutilized by the public, which means they are not serving the public's interest very well.

Would like control over field lights (right now, City controls when on and off).

## Recreation

Community Arts Center (CAC) is aging – creating another facility for the performing arts for the Community would be helpful.

Stagecoach is a wonderful facility, but not walkable.

The city should initiate activities so people in the community are

aware of parks, make them user-friendly.

Promoting Boys & Girls Club as asset to the community/city; indoor pool at Alga Norte Park.

Joint use of facilities around the city (i.e., school & Boys & Girls Club) for community activities; more playgrounds, ball fields, and another indoor pool.

A swimming pool is needed in the southern section of the city for student swim teams to utilize.

Build or encourage the building of an indoor swimming facility so fewer residents will be inclined to go to the YMCA in Encinitas.

Kids have no where else to go; The city should come up with some imaginative ideas.

Look at facilities we have now and what should be developed due to amount of use and value to community (needs study)(i.e. new swimming pool facilities).

Need youth services.

Pool facility is not maintained yet a lot of swim meets are held there. Still have old cinder block locker rooms.

Recreation centers for older kids—such as a pool or waterpark like Vista has. Carlsbad doesn't have a lot of places for families with teens besides the beach. Parks and Legoland are geared for younger children not teens.

Smaller efforts in regards to more neighborhood small parks, that kids can use, would have a huge impact.

Strengthening and exploring youth services; getting away from their reputation as an "inner city" hangout.

## Youth

Need more indoor play areas for children, especially for days when the weather doesn't allow kids to play outside. There used to be a number of indoor gyms for small children (private companies), but many have closed.

Providing better programs for kids.

Encourage apartment complexes to have designated kids play areas. Families that can't afford to buy a home in Carlsbad have to live in apartments, and the apartments aren't very conducive to having kids (lots of smoking, no play areas outdoors).

More recreation classes for kids that help kids learn about music and dance.

Provide more day care/child development services to moderate income households.

Focus on developing a Child Development Center in North Carlsbad along the I-5 corridor.

Should look into capturing the warm water outfall from the power plant, could be diverted to make an area for kids to swim that was warmer. Look at making an artificial reef that would provide consistent waves for surfing, that would be a big draw.

Recreation programs.

Water park.

More things for kids to do on the scale of the Zoo, but in Carlsbad so you don't have to drive. Animal attractions for kids to learn more about nature.

Don't overlook programs for youth (recreation activities).

## Pursuing Sustainability

### Sustainability

Impressed with what Imagine Carlsbad is envisioning. Want to see emissions reduced on a spreadsheet. Want to see actions.

Carlsbad should look at improving projects—other plants have better energy. Poseidon doesn't do so well.

Cooperate with rates for electricity and gas. It's cheaper to waste than to save right now. Make it expensive for every kilowatt.

Could become an incubator for alternative energy, research for energy, pulling the city itself infrastructure off the grid, looking for ways to be the silicon valley of energy.

Encouraging more green energy use.

Keep the powerplant by the ocean Don't move the powerplant inland. Running new powerlines would be costly. The smokestack should remain and be enhanced. Keep the smokestack as a landmark. Carrillo Ranch would oppose moving the powerplant.

Local [energy] generation is it keeps money in the local economy.

Providing energy may be the next major revenue source for the City.

The city should be proactively putting forth an alternative to the new peaker power plant; city could institute an AB 811 program that allows local governments to finance solar and energy efficiency installations.

We need to be more self reliant in terms of desal, energy, distributed generation, more sources of energy (solar, wind, etc.), feed-in tariffs, localvoire (consuming locally grown products).

We need to create more renewable energy and sustainable businesses and not outsource so many jobs.

The city needs to become more green. Solar panels to generate electricity off city parking lots. Promote flat roof lines on commercial centers to be available for solar. City should provide financial incentives for solar. Wind energy in parks.

Improved energy and water conservation.

Work with nonprofit groups to help build sustainability (i.e., endowments for libraries, parks, etc.);

Carlsbad can be a pioneer in green businesses.

CEQA often ignored.

Maintain the good air quality and physical upkeep of the City—it is nice that it is so "clean."

Establishing "green leadership" committees in communities helps focus attention on sustainability issues.

Opp: Organizing design charettes with local, regional and national leaders to create dialogue about making our communities more green.

More encouragement of green buildings.

Need to look at rising sea levels and projected shore lines. Poseidon can be under water.

There should be a Green coordinator. They'd attract certain recycling companies and have an incentive to bring them to Carlsbad. If we can coordinate with each other we'd be able to recycle more. There should be a point of contact that has the environment in mind.

Greater ecological support with increased curbside and consumer recycling.

Get rid of Styrofoam and plastic. Issue of plastic in ocean, we have responsibility being on the coast.

City has done an amazing job on purple pipe for landscape.

Need to look at landscape and plant selection, including "purple" recycled water.

Carlsbad was carefully chosen as [our] site, in part because of the strict planning guidelines, the sustainability of those guidelines long term, and potential for growth.

Maintaining the environment.

Opportunity: Long-range planning for sustainability—which means more than just environmental. We have to look at social and economic conditions as well and work together toward solutions.

Preserving the environmental beauty here, and encourage sustainability, both in new construction, retrofit, continue to recycle.

Renegotiating with Waste Management to recycle more refuse like other areas.

Surprised that Carlsbad is not more in the lead on being green—I'm seeing that interest across the board.

Sustainability (do not have it yet).

The City has become much greener and sensitive to the resources and the ecology of the area.

Opportunity: Technology: need to continuously keep up with changes such as move to smaller, more compact devices and systems. Buildings should be planned like convention centers supporting all types of productivity devices; expected by community and businesses alike going into future.

## **Waste**

Joint compost facility. Green waste is collected and not used as compost. Oceanside does this. Need a joint mulch facility.

Increase the ease with which companies (and residents) can dispose of hazardous waste without harming the environment.

Desal plant: potential to tap California State University San Marcos scientists and technology knowledge to support this unique venture.

Desal and new power plant are good ideas.

## **Water**

Keep water and energy on the radar and have a clear vision of what your needs are for them.

The desalinization plant would solve future water shortages, put Carlsbad in a leading position through the use of sustainable resources, and encourage more environmentally friendly uses of resources.

Education and outreach to put in smart controllers and stop runoff.

Need more integrated water management; This will actually save money for water management, urban runoff, stormwater management. Same with recreation.

Doesn't support Poseidon project. Supports local water. Impact on green life. Marine preserves and protected areas travel all along the coast. Impacts will be felt throughout coast.

Watershed conservation – need better understanding of problems we have up stream.

We need a wildland interface between urban and rural areas where reclaimed water could be used for fire suppression.

City should look at drought resistance, intelligent water use instead of just using the desalination power plant.

Recycled water. All city parks and landscaped areas. More proactive with communities to provide recycled water.

The desal plant is a case where they did not look at the big picture – the city was focused on the value to their local water supply rather than seeing the impact to the beach economy, environmental community.

Water availability – need the desal plant.

Water use by campus huge, not efficient; neither is Carlsbad.

Water: Need to have a strategy for landscape, ie – lawns. Can the community afford all residential housing having grass yards? Sustainability: Policy, strategy and education needs work. Water will affect the parks as well. The strategy should focus on the

resources we will have in the next 50 years.

Staying on top of issues like water (Desal) and traffic.

Reducing impervious pavement.

Economic ability to support infrastructure maintenance (water, sewer, etc). Sustainability of infrastructure.

Integrated water policy. Same water district. Work with them to change rate structure.

The environmental community has always been opposed to the intake for the waste water treatment plant that sucks organisms in, there are other ways to do it.

We would like to see treated wastewater be turned into useable drinking water.

Addressing water quality issues need to be addressed.

Continue with the De-sal plant.

De-Sal plant is huge, vital. 20 years from now this will be brilliant.

Desalination plant – more education and tour opportunities.

Need desal plant. Other desal plants need to be constructed following the Carlsbad desal plant.

Need to develop system for runoff to address it and reduce and eliminate it.

Plan for the desalinization plant. Water is the next big crisis. This plant makes infinite sense. Make sure it moves forward and gets done.

Recycling a small amount now in the purple pipes, is not a good answer because it involves



creating a parallel infrastructure to carry the treated waste water where we can sprinkle it on landscaping.

Sustainability of water supply.

Water – city has reclaimed water, they sell it to us and they don't treat it well enough. They could provide it free, but they don't. we have to overcome the salinity caused by that water...

Water – major challenge; [company doesn't use] recycled water; If they establish a baseline and penalize going over, that could be an issue. (water pricing).

Water is going to be a key issue, both for individuals and the HOA, in terms of irrigation of open space.

We need a better water distribution system for reclaimed water.

## Increasing Affordability and Housing Options

### Affordability

Not enough affordable meeting locations in City for non-profits and public groups.

In some cases our developments were isolated from the rest of the development so we had to provide separate resources for the affordable units.

We would advocate maintaining the inclusionary policies. Some very successful results for people who would otherwise not be able to live in this community.

Development and redevelopment projects should focus on more than just the downtown area.

Proposing mixed uses (residential & retail) throughout the City. These types of uses make living and working in the same area much more convenient and provide areas where neighbors interact with each other more frequently; it would also have a tendency to lower the cost of living.

Many residents are priced out as there is minimal affordable housing. We'll lose residents—especially young families. It is very hard for families to move here. Enrollment at Carlsbad High School is not growing.

Giving city hiring and preference for people that live here. This will encourage city to work on affordable housing. Should be able to afford to live here.

Affordable housing.

Affordable housing cost should be spread throughout the City since it is required for the whole city and not just the community being developed. We need affordable housing to have policemen, nurses, teachers live in our community. Same goes for roads: whole city should be paying for new roads, not just nearby development.

Carlsbad has done an excellent job in the housing respect because in my opinion, affordable housing is smart growth and sustainable.

Difficult to get people to qualify for the affordable housing. Alternative is to provide rental units. Change the inclusionary housing formula used to calculate an applicant's number of required affordable units.

Housing pricing is difficult, but doing a reasonable job providing diverse housing.

More affordable housing.

Younger people "fixing up" little houses to preserve neighborhood character and provide diversity.

This is not a community where people live, it's for work because it's too expensive to live here.

Need to address affordable housing allocation without using the open space.

The main challenges are related to physical space and the cost of acquiring that space through either rent or purchase. They would really like to have their office, a child development center and/or their Food Bank warehouse located in Carlsbad. There are some land use regulations which cause a constraint to locating these facilities. But, the main constraint is the cost of land and/or buildings to do this. They haven't been able to find anything they could afford to buy or lease for this purpose.

Affordability – how are our kids going to be able to afford to live here?

Affordable housing for employees.

Affordable housing.

Affordable housing.

Affordable lease space.

Also becomes a bit of challenge with recruiting executives. We have to pay them a bit more to relocate.

Carlsbad is a great place to live but it is expensive—especially for younger people. They will never be able to afford to live where

they grew up because of the cost of housing. Somehow the City needs to attract youth and young families back into the area.

Creating more affordable housing; cost of living.

Diversity is a huge issue – defacto segregation concerns me. Primarily because of the cost of living.

Encourage more affordable and accessible housing for people with disabilities or that are low income.

Housing affordability. An average family cannot afford a home here. That's why family lives in an apartment.

If were starting this here today, I doubt if he would come to Carlsbad.

Keeping Carlsbad an affordable city is always going to be a challenge. Will be very difficult for young people to live here. Run the danger of becoming a retirement community.

Limiting the number of large residences being built within the city; encouraging builders through work with Community Development and Planning to design and develop smaller, more affordable houses to attract young families/people to Carlsbad. Solar initiatives sponsored by the City.

Low income families have good apartment options but average income families doesn't have these good housing options.

More assisted/affordable housing units within development projects; educating the public about affordable housing units and their inconspicuousness when done right.

Most of my teachers cannot afford to live in Carlsbad.

Opportunity: Greatest deterrent now being overcome through economic changes: affordability of housing. Value of property correcting, making the dream of living here finally possible to realize.

Re-open the Section 8 housing wait list.

Stay affordable for future generations (continuity of generations).

The city is not accommodating enough housing duplexes... guesthouses are a horrible product, you can only rent out the guest house if you are living on the property. They move out. Try to rent both pieces, if the neighbor complains, they are not allowed to rent out both pieces, only if you live there... there would be real duplexes if they removed that requirement.

We looked at this again in 1998 when we started our ball business in 2000 – it was a very close call, but he felt very strongly that the ball factory needed to be close to the club factory. But for that need for proximity we would not have built it here.

## Housing

Availability of housing is key.

Housing affordability  
Comply with State's fair share requirements.

Absentee owners don't have pride in their properties or keep them cleaned up; people are taken advantage of by slumlords.

Site 1 could have multifamily housing on it at some point.

Good housing stock.

City should purchase homes through capital funding (?)

The City needs to cut excess dwelling units.

Support housing that relates to employment needs (provide housing for workers).

We have housing spread everywhere, instead of places where there is transit and housing.

Housing Element was not properly thought through.

Widening of 1-5 can potentially take out homes and provide more impacts to more homes.

## Providing Services for Community Health and Safety

### Public Services

Adopt program like in Escondido which provides short term detox combined with 6 mo. housing.

Better healthcare options (including a hospital).

Cooperative marketing/ advertising for health fairs; both city-coordinated and/or city-sponsored.

Enhanced medical services; preferably a hospital.

Healthcare, health of communities: system is broken. Need to support wellness.

Healthcare; affordable housing.

Money for [hospital] reconstruction; we are going to have a lot of vets that need medical care.

Services for mental health (e.g. schizophrenia).

Vets returning from Iraq and Afghanistan will have needs; Work with vets when they first return.

Concerned about homeless people having camps in the open space. Also, concerned with homeless people downtown, need to get them to the resources they need.

Increasing homelessness for Carlsbad residents and other area residents is and will continue to be a challenge. Would like to expand more into services for the homeless.

Waiving some development fees for the homeless shelter project would be helpful.

Would like to know whether or not the City has accessible beach chairs, similar to those used in Oceanside, for those people that are in wheelchairs.

Carlsbad's police services are superior.

Challenge: Senior population bubble.

Need for retirement living near services. City currently built for families, not for aging generations.

Saved dollars should go to service and transportation.

Aging population, yet only one senior center with no transportation.

Assist and encourage non-profit organizations that help people right now... find every way we can support people so they [their lives] don't unravel.

Challenges: Care for poor, lower socio-economic level, disabled, sick...

Developing/implementing family services/outreach programs.

Lack of social services within the city; have to refer those seeking services outside the city.

Maintaining the libraries and those types of services which provide access to computers, etc., for people with lower incomes.

The City takes good take of their seniors. Senior center in downtown Carlsbad—continue supporting that.

### Safety

Bike signage to warn drivers to keep an eye out for bicyclists.

Public service announcements related to bicycle safety.

Keeping up with public safety and city finances.

The City has a low crime rate with good Police and Fire Departments.

Cleaning up the neighborhood through more pro-active code enforcement and police presence.

More police presence.

The City should get more involved with Palomar Airport development to improve safety and noise in and around airport.

Better lighting (alleyways too dark).

More sidewalks; safety of children walking in these areas get to school.

Providing safety for the community.

And make sure it remains safe in the Village. People feel safe, and they really are.

Keeping a "lid" on crime.

Low crime, safe place to live.

On the El Camino corridor there is a concern with car theft...

addressing that would make it a better place. Poinsettia as well.

Parents still driving their kids to school because it isn't safe for the kids to get to school by bike or walking; the city should be proactive.

Prepare for emergencies.

Public safety.

Safety – keeping the neighborhoods safe.

Safety (low statistics).

Security. On several levels: fiscal/financial security, know your neighbors, fire and police personnel know community, professionally managed.

The "Club scene" in the Village intimidates much of the "older" audience that come to our performances. Friday and Saturday nights in the Village are "scary." So we're trying to draw audiences from the surrounding region, but the perception – and sometimes the reality -- is that the Village is not safe.

The City has a relatively low crime rate.

### Revitalizing the Downtown/Village and Barrio

#### Downtown and Village

Build a centralized civic center with more arts activities.

Beautification of the Barrio in historic Carlsbad (e.g. "best yard" competition would encourage people to fix up their yards).

City should pay more attention to improving the Barrio area.

Meeting citizens expectations of downtown's development.

Downtown “bones” are good and has good mixes. There’s opportunity for people to live, work, and play there, but not in the rest of Carlsbad.

Downtown Development should go lower fees and costs. Lowering it to provide incentives.

Enhance the Village area. More inviting to residents and tourists. Unique clothing, gifts, and a variety of shops. Provide more housing in the village. Businesses on the ground floor with shops above. City should create incentives for developers. Simplify the process for developers.

Land use mix/more opportunities for stores and restaurants.

Push for work/live development in downtown Carlsbad such as in Bluewater Crossing.

The Barrio – Long history with the Barrio and downtown. Downtown got funding and Barrio did not.

The City should have done more to attract better uses with its condemnation opportunities through redevelopment.

Continue redevelopment of the Village area in the downtown.

Enhance the Village with uses so that it is more desirable for all City residents to want to visit. Densify the downtown to enhance the Village.

Economic Development Department got the Council to make downtown a priority, but we don’t know if any money was used.

Carlsbad Business Improvement Process – formed to redo the Village area but the mayor didn’t like the idea as it was presented

so it hasn’t been done, and it’s taken 2 years to get the funding for the project.

Empower the Village to have a larger arts focus. And assist in that effort.

Potential for growth in the Village is important to us. That’s why we feel we need to be located in the Village.

Smart growth and higher density is not good for Village. Need to control all the structures to keep the same look and feel.

Village- mix of uses and hours is a problem.

Focus on Village – smart growth policies – develop urban center policies.

A lot of walkable places, revitalization of the Village.

Improve the Village, add parking.

Great that there is a lot of free parking in downtown but how do we keep it?

How to keep free downtown parking? (it is a good resource).

Make the Village more inviting = less loud noise from the clubs at night.

Village was starting to take off with restaurants. Now small places are failing. Opportunities for theater in the Village. Lacking in amount of restaurants on coast. Have a beautiful coast line and are very limited.

Would like to see the downtown area evolve into the focal point of the community, with shops, restaurants, performing arts center.

Lack of support to build Village into economic driver and tourist location.

Carlsbad’s village is a little bit aged and dimmer than it was in the past. When people get off the train, there should be a reason to stop there again.

Downtown Carlsbad. I’ve been on the redevelopment committee and know that this process has been around since 2003 yet nothing major has been accomplished.

Downtown retail needs diversity, visibility and people to succeed.

Maintain the Village atmosphere in the Village.

Need to focus on the Village as a destination; Keep the streetscape (the look of the village) to retain its history.

New approach for community development, particularly in the downtown/village area; a master plan for revitalization of the downtown/village area which defines the amenities most desired/needed.

Old part of town, upgrade, densify this part of town to get more housing units in Carlsbad and not have to go out to the open space left in town.

Redevelopment Program for Village/Downtown is one of the most important things... its quaintness is important to the future of Carlsbad because it is something other cities don’t have to offer...

Shouldn’t get rid of parking space in the Village. City wants to build more restaurants and bars but there will be no place to park.

The problem with the village is, there is no “there” there... need to be more retail clusters and stores to attract residents.

Village area is “strange” and would benefit from sense of coherence, perhaps close off the streets to traffic.

Village atmosphere.

Village is an example of walkability from old days.

Village renewal: loved the first one, re-look at village for 20 years out; 2nd floors very valuable, potential for something other than current use.

Village: a lovely spot, BUT – he lives in Encinitas and much prefers that environment. Far more comfortable there. More interesting shops in Encinitas. Carlsbad Village could (and maybe some day will) be a more upscale type of place. But the Village definitely needs help!!

### Maintaining High-Quality Schools and Expanding Educational Opportunities

#### Schools and Education

Educational programs in the school system. (e.g. rebuilding a village site for families, education, art, and preservation of the Luiseño language).

Expand Senior Experience: currently strong in biotech and computer science; expand around areas of need.

Partnerships with businesses, e.g. beginning to develop program with CEOs teaching courses in business, design; would like to build further connections.

Support City services with service learning projects; Mirror Teachers in Residence program; What [kind

of help] does the City of Carlsbad need?

Teach civics courses that create a teen academy of advisors for city business.

Enthusiasm for making education a priority.

A college. Such as one with an affiliation with Cal State San Marcos. High technology school. Consider locating it in the Cannon Road Proposition D lands area.

If the city wants to build a performance place, why not do it in conjunction with the new high school.

Wonderful team running schools; mutuality with Carlsbad Unified School District.

School District issues – The City should try to be more involved.

We have great schools. Could work closer together with city to improve issues the schools face.

Extended learning for retired generation: many return to learning, pursue those things they couldn't while working. Connect education facility with live/work spaces .

Great school districts.

The City has an exceptional education system.

Our younger executives mostly live in La Costa canyon area. What has attracted them here is the schools and lifestyle and proximity to where they work. Very important to be able to get to kids events during a work day and balance family and work.

Like to see the pool at Carlsbad High School renovated and upgraded.

Also missing are medical services... there aren't enough.

Maybe medicine and schools could go together.

In Encinitas schools are labeled city parks and are open, whereas our schools are locked at 4pm.

Industry school partnerships. Less and less women going into engineering. There should be a more robust partnership with Carlsbad schools.

Having schools close to facilities like libraries.

Encourage local businesses to partner with the district for student apprenticeships and partnerships.

Additional education opportunities: online education, parent education, English as a Second Language education, further promotion of City and school resources and services for lifelong learning.

Bring in higher education institutes (i.e., college, university, etc.).

Carlsbad schools top notch in state.

Completing the building projects at the high school.

Cooperation with the schools.

Crowding in schools is an issue, requiring construction of new schools.

Educational or specific program grants to the school.

Feels like the school district always wants something from the city, but never giveback (lock all the facilities so people in the neighborhood can't use facilities on the weekend)...

Good school district.

Good school district.



Good schools – outreach more to schools.

Help keep kids in school through to college.

Help train through the schools about being green and teaching green.

Increasing the number of charter schools.

Invest in the schools.

Leader in education.

Lifelong learning opportunities.

Missing: a place of higher education. Carlsbad has nothing. I find it hard to believe, it is something I think has always been missing.

More municipal support for both public and private schools to encourage more residents to educate their children within the City.

Need for more preparation, less remedial effort at entrance to college.

The school district and board is reactive, not proactive.

There are 3 school districts that serve Carlsbad. Very different quality of each one.. quality of housing stock will be directly a result of these differences... City Council takes no responsibility. These schools are important reason to be here. No excuse for this community not having the best schools in CA. it has elementary schools that drive people to private schools...school decision is a huge decision for property buyers.

There is a big inequity in school programs based on location.

They are committed to expanding their educational programming.

Value schools.

Values the school districts.

View Mira Costa College as regional asset.

## **Supporting and Expanding Art and Cultural Resources**

### **Arts and Culture**

Potential for warehouses to be converted to art studios to promote art, more opportunities for the public to visit art exhibits at the library (more often than once a year).

Beautification of the Barrio in historic Carlsbad since so much of our culture has been integrated with the Spanish culture.

The library system is outstanding.

Libraries/Parks: love these.

Commitment to these needs to remain strong. Library was once accessible by bicycle, no longer. Apply same concept of live/work connector.

Quality of life in our culture embodies many things, such as spirituality, preservation of the sacred, spiritual places that are important to us, true sustainability and respect for the land and resources.

Create a cultural element of the City of Carlsbad to preserve historic remnants; Carlsbad's rich cultural history should be promoted more.

Develop the history here, could be a selling point for the city.

Refurbish the old train station. Don't use the building as an office. The majority of the building should be filled with period furniture.

I would like to see that Cole library to have a new home. Not rebuilt.

There is a cap on how many square feet per quad of library space there may be. The Learning Center for instance takes up "sq ft space" but isn't actually useful for the general public; it serves a specific need.

There is a great teamwork spirit here, but the [library] funding is just not there.

Development has paved over many important Indian sites. There has been no real cultural education and signage to honor the past.

Add a link on the City's website to identify a calendar of events related to the arts (for private and non-profit events).

Add cultural venues – venue for performance art (but not by sacrificing open space!)

Apply example of the San Diego Visual Arts Network to Carlsbad- example of an outlet to market art.

Better banner/signage project. Visually exciting.

Enhancement to cultural environment, affordable space for galleries as Carlsbad-Oceanside Art League is a non-profit, support by city of non-profit goals, marketing for the arts.

Increased cultural offerings; more diverse choices (more big city type activities).

Jazz in the Park series.

Jazz in the Park: Wonderful community connector, supports family gathering and re-gathering over years.

Keep “Jazz in the park” events and more like them.

Library system is good/great.

Maintain support of the arts. Some of her best memories growing up involve the arts—both in schools and through the City. When the schools started dropping Arts programs, parents and the City kicked in.

More all-ages community events.

More cultural events are needed within the city.

Need a major entertainment venue (rock n roll or other performance stuff) that would help to build a vibrant city...

New Barrio Museum.

Not a lot in terms of Cultural needs.

Provide places to sit and historical information about native Americans.

Public art space... should have a credibly ranked institution, maybe not huge, but end up with something that is best in something, special identity.

Require that discovered artifacts be curated as a requirement of all archaeological surveys.

Restaurants/entertainment.

Should build more community type spaces.

Support the Barrio Fiesta.

They do a good job with cultural stuff. There is a lot here; Need for performance space and studios in the redevelopment area.

Values: Libraries

## History

Educating people in the community in an artistic way about the Indian culture in Carlsbad – connecting the culture to the place. The Indian culture about how to live on the land and protect and preserve the land is a big chunk of history that has been lost. The Indians were here thousands of years before the Spaniards and early settlers, but their history has been forgotten. The overall goal is to acknowledge our culture and not to leave anything out as it has been in the past.

Mixing history with art. The culture is rich in many ways. The creation story is here.

Keep the Ranch in good condition, open, and historically accurate.

## The Government Role

### Civic Engagement

Continue to listen to the community’s needs and desires and keep citizen engagement alive.

We need to create ongoing and sustainable citizen engagement to create agents of change. We need to find the Carlsbad stories of the efforts where grass root movements have made positive changes and to inspire people to believe they can help co-create a better future.

Missed potential of keeping citizens engaged – challenge for both Mira Costa and City.

Easy for citizens to participate – open government – web site.

If we do not have independent citizens on our committees, we will not make good decisions.

More citizen input and transparency in government (e.g. via web site).

Raise awareness of the challenges the city is and will be facing; more workshops to bring people together from all over the City; educating the citizenry related to the needs for the future.

Get citizens to be seen, be present, be involved will help maintain the City’s image and attain its vision.

Citizen committees appointed by City Council should be more diverse. Same people appointed over and over again. Beholden to City Council’s views. Need age, economic, and social diversity. Select members on merits, not on connections to City Council We need knowledgeable and independent members of committees.

Citizen involvement from a wide cross section of the community is difficult to achieve and maintain on an ongoing basis.

Citizen participation.

Committee members should be free to communicate with residents outside of meetings.

Continue a strong citizen engagement process that provides for a variety of avenues to participate in the local government process.

Ensure changes reflect the vast majority, rather than a small groups whose views are extrapolated to represent a majority.

Establish a way to engage the kids who aren’t the top of the top

(they always have opportunities), but finding a way to keep the next level of kids involved would be helpful – possibly through opportunities to volunteer at the City.

Facilitate conversations with youth. Many students are outstanding leaders. Once that connection with “the City” is established, it will continue after high school.

Feel unconnected to civic affairs.

General Plan update needs extensive public input.

Increase citizen involvement throughout city (currently, primarily only older, retired residents have the opportunity to get involved).

Make sure there are input opportunities specific to the local coastal program.

People need to feel more tethered to their city government; The city has to take extra effort to reach out to these people, especially middle class people.

Reciprocal advertising for the City’s projects (i.e., Invitrogen explains to city employees/at city sponsored events what they do and the City can explain their projects (present and future) to their employees or at their functions.

“Citizen’s Academy” is great for community building.

## Communication

Communication with the business community regarding land purchase options before they are mass advertised outside the City.

Citizens meetings are great. City is good with communication.

Weekly City Council meetings is very informative. Communication not so good with business community.

Communication systems are vital so continue building connections. The flow of information is as important as the flow of people.

Let other organizations know how they can help the community (keep 2-way communication).

City needs to improve communication. Feel like City Council rubber stamps things already decided in the Planning Department. More creativity to try to reach solutions.

The successful businesses here are those who learned to work with and build relationships with the City.

Accessing technology to improve communications.

Appreciates communication between City and citizens (e.g. the Community Services Guide, Calendar, etc.)

Communications and potential duplication of effort will continue to be a challenge.

Instead of a roundtable dialog we are having a formal presentation.

Provide better directional signage for city facilities and public events. Advertise city workshops on city sign structures.

Unresponsive City Council.

Better communication with City Council members and the community; Be more creative in how the city solves problems.

Good job communicating Envision Carlsbad – make it an ongoing thing.

Improve communication particularly at staff and

commission levels (proactive participation).

More disclosure; Having a city representative, or any city official be at Parents-Superintendent Advisory Council; City officials sitting down with district officials to work out joint use of our school sites.

Opportunities for feedback periodically on how things are going would be good.

We have an Economic Development Dept at the City but we do not have a clue as to what they are doing (The realtors do not know what’s going on).

The district feels a bit overlooked by the city; city has not been responsive, does not have regular meetings and communication with district.

## Fiscal Responsibility

City well run well financially.

Dampen appetite for big projects... fiscal responsibility, no budget deficit, conserve financial reserves, I don’t think the city is sending the right message undertaking multi-million dollar construction for city offices... and the golf course was not money well-spent.

City has always had a surplus of money yet they continue to raise fees, taxes, etc.

Cost structuring for city employees (employees are getting too much).

## Good Government

As an opportunity, she would like the city to be more active in the hiring of people with disabilities, to become an example and

would then like the Chamber of Commerce to do the same.

City government is doing a wonderful job attracting sectors that could establish and play a bigger role in community – green tech, bio tech.

Nothing locally would prevent us from expanding.

Carlsbad has the auto center and retail group (Westfield Mall) and the city does not have a good working relationship with them and needs to a good relationship. Westfield and the city need to work together to bring in the major retail center.

Consider increasing the size of the City Council from 5 to 7 and get a better balance (women and minorities). The south part of the city does not feel represented.

Easy place to move into and get involved. well maintained and run.

Need citizen subcommittees for better representation of City of Carlsbad values.

The city needs to expand its collaboration with the power company to insure the future of the strawberry fields.

Too many priority lists are made but not a lot has been done; If people don't see action, then people will lose interest and become apathetic.

Very pleased with the how the local government is run, likes the Citizens Academy.

Do not like our city's ties to development, when the City could be looking to conservation, public health issues.

Really forwarding thinking about inclusionary; city has done an

excellent job of planning and being consistent in how their rules are applied.

Continuously grow revenue stream: currently dependent on malls, car sales – not a reliable source of revenue in the future. What is next infrastructure investment?

Mostly built out, reduced expansion fixes their revenue line, so no new revenue, fixed income, we will see how well the run the city under those conditions.

Challenge: Funding.

In 10-15 yrs. the City will continue to make \$ available for the Ranch.

Reach out to and partner with other organizations for grants, historic preservation monies, etc.

City has had thoughtful planning—but it's difficult to get things done. Permits, etc. On the other hand, that "difficult process" to get something done means that when something is finally done, it's done well. And that helps to make it the great city it is.

City formed "Carlsbad Community Foundation" to bring businesses together with service organizations.

Support from the City and from the City leaders.

The organization partnered well with the City.

Proactive City. Chamber of Commerce launched the Green Business and there's a detailed program on the website.

Get into maintenance mode as opposed to development mode.

Take care of [environmental] consequences. Damage occurs here, but the mitigation is somewhere else, so effectively

export that resource somewhere else.

For most part, City is run well; Good job with the City website.

I have always found that Carlsbad has in some ways the most accessible staff (and a superior website).

Strong City Government; City management is good.

The City offices have been much easier to work with than other cities; the Chamber of Commerce is very supportive and involved.

There is a fear of retribution/retaliation in the business community for speaking out against the process (project can be delayed, more fees can be applied); City process proved retribution; Businesses "pussy foot" around and won't claim there is anything wrong with the process.

Some people in Carlsbad (staff, city council) are enlightened and open about new concepts.

City had a good plan for development and executed it well. Better than cities to the south, in terms of nicer-looking.

Efficiency of street completion projects (throughways to other cities).

The City has created lots of open space/recreation space.

Done well with promoting health in the community, especially with getting young people outdoors.

City Council isn't really interested in Library other than annual budget decisions.

City is doing good job; expand services already provided.

The way the City has pushed the idea of the desalination

plant (incredible impact of the community).

Believes that because the Association sometimes takes an opposing view that other organizations, such as the Palomar Airport Advisory Committee as well as the City of Carlsbad do not solicit input from the PAA. He wanted to encourage the City to have more open communications (like this interview).

Best managed city.

Better cooperation with adjacent cities. City Council should take more of a regional view.

Carlsbad has been a little slow moving from adopting the plan to implementing it; But by comparison with the other cities they are light years ahead.

Carlsbad is governed far better than other cities.

Change the governance (expertise is limited when the position can only be a hobby); a fulltime, professional city council (a fulltime position with pay); run the city more like a business; reevaluate goals, yearly or at the same time changes are happening, rather than waiting years to redefine them.

City can be more open to hearing about some of our ideas.

City has done very well. They have been able to attract not only business, low crime rate, reasonable education. Their planning thus far is very good.

City has good staff; Good working relations with City.

City is very accessible and open to sit down on what their vision is for Westfield.

City leadership, disciplined planning.

City leaves you alone. Very little interruption.

City offices need to continue to be as efficient and effective as possible. Reasonable and supportive.

City's parks and rec department do a tremendous job.

Continue effectiveness and efficiencies in government. Council and staff make good decisions and stand by their decisions even when some members in the community give them "flack" for those decisions.

Cooperation from City Departments.

Could use a strategic planning process every 5 years.

Council need to look to the future.

Fairly good working relationship with the city.

Fairness and transparency. Ethics beyond reproach. Integrity of city government is the most important thing.

Government's long range planning (e.g. set population and stuck to it.

How the City works (accessible, stable city government that serves the community) (told story about concern they had about Tamarack/College intersection, someone from engineering came out, they took counts, analyzed the situation, made a small tweak in the signal. HOA didn't get everything they wanted, but appreciated that the City was responsive and looked into their concerns).

Keep people's wants as the primary focus and not just dollars.

Open space requirements, density, and required architectural details push builders to produce a high end product.

Positive experience dealing with city staff.

Quality of life in Carlsbad is outstanding, and believes this is due to good government and excellent service from City employees.

Stability of City Council helps: fair, helpful, pro-business. For example, Aviara has never felt like the City Council has favored the Village...

The City Council and Mayor have done a tremendous job. Government is doing what they say.

The City of Carlsbad is ahead of many cities it is innovation and its top quality customer service. They feel that the City is very well-managed and that the staff is exceptional.

The City of Carlsbad needs to look at their regional approach and make it more cooperative.

The City should treat the organization like customers rather than users. The perception is that they (the City), want to maintain strict control, ie – the City doesn't necessarily want to engage/partner with organizations. The City does not take advantage by creating ways to engage the user groups and solicit input to improve programs and facilities. The City creates the perception of 2-way communication that is always open (but it is not). There needs



to be effort put into developing that forum and maintaining that.

Values sophistication, resources, and the organized, advanced, and more environmentally sensitive government/city services.

We like Carlsbad because they were the first to complete their subarea plan.

### Good Neighbors

Carlsbad is in a position to be a leader in organizing the North County cities. And it becomes a stronger draw. The communities need to work together—to take advantage of all. The cities need to overcome the bad feelings and competition... Melrose, for example.

Encinitas/Carlsbad should share resources.

Collaborate with neighboring communities.

Spiteful relationship with Oceanside.

### Government

The affordable housing costs are only put on the owners in the new development, not spread throughout the community.

We love the community, but have issues with our City.

The City gives the developers too much power.

City always has ongoing political shenanigans.

City owns the Farmers building up on El Camino and Faraday. It is huge, sitting empty for years. If it were refurbished, it could house the city offices.

Cooperation: Encinitas is going through the General Plan and is a good time to talk about

opportunities. There should be more accountability at the local level with SANDAG. There are only 2.5 lawyers representing the county.

Create a vision plan that allows for exceptions.

Housing needs will take care of themselves if the city makes its development process more user-friendly. One suggestion is to put the Traffic Impact Fees at the end of the project to better facilitate the process.

Outsourcing certain city functions.

### Government – Regulations

City should let the homeowners trim their own trees rather than charging them through the street lighting and landscape district.

City doesn't have a "fast track" system for key projects; City drags out the approval process; Cost of doing business is high (highest in San Diego County).

Permit processing time takes about 3 years to build; 5-7 years from property acquisition to building... (too long).

In the past, staff wasn't receptive to different or new ways of doing things.

Need a review process that is better defined. Reduce the redo and back and forth.

Streamline process i.e. Preliminary review should be done in 30 days but was done in 90 days.

The rules are tough, I think re-examining and shortening processes, rethinking some requirements (e.g. parking) because the old rules of development are changing, and

businesses in the next few years are going to need a little help.

Carlsbad is tough, fees are high and sometimes change several times in a process; It is difficult to get the city to sign off on engineering... to say "we are done".

It is very difficult to look at the documents of these properties and figure out what you can and can't do.

(Tourist-recreation) there is residual lack of enthusiasm... another example of the way that the General Plan is inconsistent with the Local Coastal Program.

Carlsbad's unclear land use regulations.

City code says you have to have a precise development plan before you can have any permit on this property, but response from city is different.

How the city regulates is a difficult process for us; it is a venue for a lot of complaining and whining.

It is extremely difficult to do land use plans with properties owned by multiple owners – the old specific plan doesn't apply to the multiple property owners any more.

More flexibility is needed to make development more viable.

Our biggest concern is that the policy documents (General Plan, Local Coastal Program) have inconsistencies between them... this has been a big barrier and these inconsistencies would have to be remedied before we can do anything with the property.

Permit process has been a challenge. Look at permitting and zoning to accommodate the idea

that you're not going to see these corporate centers – you're going to see high rises. Carlsbad is going to be more like Irvine than like Rancho Bernardo.

We have a lot of issues internally with permitting and working in the streets, access to easements, etc.

City doesn't do proactive code enforcement.

[Need to address] The difference in requirements between master plan projects and non-master plan projects; zero design guidelines outside of master plans; need requirements that address scale, compatibility, and break down the building mass.

Another challenge is the out-dated landscaping, lighting, signage and building design and colors in Car Country. Although improvements could be made to attract and retain more customers, the dealers in the area are reluctant to initiate any changes due to a perception that the Covenants Conditions & Restrictions of the Car Country HOA may be too onerous, and the complications of City-mandated retrofitting for planning and building codes so extensive, that changes would bring on unwanted complications.

Be more flexible in dealing with constraints.

Be more receptive to new ideas.

But, Planning Department is soooooo frustrating. Carlsbad can get very procedural – too procedural. But if you don't know the system – it can be brutal.

Challenge: stubbornness of the government, close mindedness, doesn't allow for much vision,

innovation... or inclusiveness... hard to get anything done... a lot of red tape...

City signage rules make it difficult to promote events and services.

Even when they approach the city on improvement items, the city moves at glacial speed.

Everybody has the sense we've been spinning our wheels for 30 years.

For example, 4 Seasons at July 4th Fireworks – especially the Special Events permit!! They may get out of this program because of the grief. Here's a community event that may very well end because of the bureaucracy of the City.

High cost of fees for building.

Impact fees here are higher than other communities. Now that we are developing the more challenging sites with regard to topography, it continues to make it challenging.

Individual home owners cannot place off-site sale signs up on weekends. (or days when realtors tour open houses).

Issues with the Conditional Use Permit.

Near-term challenges: The city approval process for plan checking through building the project. It feels like the staff is overwhelmed. Recently, Poseidon submitted the 30% project design plans and this is just the beginning of the work that is coming. Had the impression that the Building Department thought that needed to review and understand all aspects of the plant including the internal workings of the desal plant.

Permitting practices: barn on property... city gives mixed

signals. Driveway... 75K. to get it through the approval, and we are not done yet. Cost 300K to build it. But city could not find a way to make it easier or cheaper... their policies don't line up with their practices.

Reduce processing time

Scheduling of fields by staff needs to be improved. Gives field time to organizations that don't need them as much or are more non-residents and staff schedules field closures on dates of tournaments even after knowing in advance what those dates are.

Speed up planning/developing services.

The city should immediately modify the sign ordinance.

The lots in the coastal area are hit with higher fees and longer processing time.

The police dept runs the permits, instead of placing it in parks and rec, and the police dept says they don't want to work weekends, or other events, they are booked up through the year.

There is an agenda bill coming forward that will look at an alternative fee structure for the Poseidon project and will weigh alternatives such as using an outside consultant.

There is room to have more than one thing going in the city at one time, but we are not permitted to do that now.

We have 100% air exchange in this building every 10 minutes that is not a requirement in neighboring cities, and don't understand why Carlsbad requires it.

We plan events to attract people to the village, and we almost have

to plan 2-3 years in advance to get through the staff even before the council people see it... we plan events now with the mindset "what can we do so we don't have to involve the city"... so things end up very low profile...

The City should grandfather extensions without any additional fees.

There are some City ordinances (signage) that can get in the way. Conditional Use Permits can be challenging when City doesn't want to see a particular use. Westfield is dealing with that right now with a particular use.

### Government Support

Big businesses should be kept happy and maybe there can be a fast track for them.

The City is dragging their feet: no more home developers in the city, auto dealers are not selling cars, fast tracking does not exist in the city.

There are things within the City's control (taking 30 – 40 days to review) and there should be a fast track. There needs to be a concurrent process to help larger businesses to navigate through.

They put 80 – 90 million dollars into the City. There's no preferential treatment or helping. They miss opportunities because of bureaucracy.

Values its partnerships with many Carlsbad businesses, public agencies and the City of Carlsbad Great support for the club; collaboration within community/ community spirit (citizens and businesses).

Opportunity: Value added program-based partnerships;

relationships where one partner dictates and makes it difficult to comply (water reclamation) don't work as well as working early on to achieve mutual goals, use as an educational opportunity for kids, demonstrate success. This could be done with recycling.

New Channel 24—govt. only or can it also support non-profits.

Most valued: the support of the City and the community. And Jazzercise's support in the beginning. We "committed" to the City and the community, and they have reciprocated in kind.

Need for a sale or transaction or development plan for properties.

Another near-term challenge will be getting the huge delivery pipeline through the city. The stretch from El Camino Real to the plant will be especially challenging. The challenge is to get the pipe in the ground but at the same time, maintain access for residences, businesses and emergency access.

Companies like them will be largest customers of engineering and planning. They considered other tax incentives before building the last 4 buildings (in other cities).

Possibly have the City provide micro loans for food growers. City assistance with outreach and education would also be key to the program.

A good relationship with Carlsbad, and that the City generally supports the Airport.

On the plus side, Carlsbad's mayor and council have done a good job promoting Carlsbad and the business community. It's a well-run city, which is beneficial

to the business climate. Police and Fire services are very good.

Value Police and Fire support are terrific, active partners; need to maintain this for disaster preparedness of new kinds (greatest threats no longer involve evacuation but instead lockdown – need to keep up this partnership).

The City could initiate/encourage environmentally sensitive services/businesses.

History of promises that have not been followed up.

The City should help in branding the City to bring out its strong features (beaches.)

A challenge is coordinating the efforts of land managers and jurisdictions within Carlsbad.

A major accomplishment would be to segregate the eastern lands from all the political issues that are involved in the western lands.

Six different areas in the city are regulated by the coastal commission, all of which have an approved, certified land use plan. [Site 2] is an exception; resolve this and get everybody on the same page.

The City needs to develop more beach activities (i.e., walks, runs, pier).

Resources needed: working with both cities for appropriate citing and working with the city to educate and say why compost isn't a horrible thing.

Continuing to have the City leaders involve is critical.

Would like the City to consider using some of its land and/or buildings for the provision of services. It could be office

space, warehouse space for the Food Bank, or land to help with their "Community Gardens" or "Organic Food Farming" ideas.

Failure of the city recognizing the need [to promote tourism]; a few major tourism attractions – none market themselves as from Carlsbad. Why doesn't the City work with these institutions to promote Carlsbad.

Very happy with City's financial support of community development projects.

[Difficulty] trying to rebuild and revitalize.

Countywide transportation sales tax funding highway local streets and road and habitat acquisition; But there is not the will and motivation to be proactive and make these things happen.

Educate employees about the services provided by the Boys & Girls Club; bring key leadership of City together with the board.

Enhance, protect and provide signage for archaeological resources.

Poseidon values the support. The residential community has been very supportive; they want to be leaders and are proud of their city.

Providing opportunity for visibility/support.

The City government has been very helpful and supportive of our business.

The City needs to hire a grant writer—the money is there; The City can save money by having the grants supplement the City's budget.

The company's key employees are here and like it in Carlsbad.

Have relationships with the city at every level which has been good to and for the company.

We need City staff and time and resources.

Would hope the City is aware of her organization and that the City refers people there as appropriate; Create an opportunity for outreach if not aware.

### **Leadership**

Carlsbad is, and can continue to be, a leader in many area but most importantly, the environment, fiscal responsibility, and the arts and learning.

Identify principles and stick to them – don't allow perceived opportunities to sway the City away from quality of life issues.

Long-term challenge: Carlsbad will have to make a decision at the end of the contract term (30 years out) on what to do next.

### **Partnerships**

Government and business community can both work more closely with the non profit community.

Encourage and create more community relations partnerships with and between businesses.

Value Partnerships: business, community organizations, government sitting in same room and creating common vision. Example: Chamber of Commerce Education Committee bringing together educators, city staff, chamber reps, businesses like Legoland. No one there to try to do it all but rather work together. Creates a trust relationship,

value-added programs. This fulfills the vision.

Opportunities: Partnerships with businesses, non-profits.

Opportunity: Increased partnerships, e.g. wireless infrastructure throughout cities to access resources of other agencies.

City should be partnering with "FACT" (pilot program on identifying underused transportation assets).

City should also partner with "MOVE ON S.D." – has better approach to public trans.





## Ongoing Community Participation

For answers to questions regarding the Draft Carlsbad Community Vision or the contributing reports contained in this appendix, please send an email to [envision@ci.carlsbad.ca.us](mailto:envision@ci.carlsbad.ca.us) or go to the website [www.envisioncarlsbad.org](http://www.envisioncarlsbad.org) for news and further participation and feedback opportunities.